Committee on the Study of Class and Labor

Nadine J. Kaslow, PhD, ABPP
nkaslow@emory.edu
Membership

- Faculty, staff, students, administration

  Nadine Kaslow, Chair
  Gary Hauk, Co-Chair
  Peter Barnes, Advisor
  Elizabeth Bounds, Ken Carter,
  Angie Duprey, Bridget Guernsey Riordan, Ozzie Harris,
  Wanda Hayes, Herman Howard,
  Theresa Milazzo, Jackie Owen,
  Mika Pettigrew, Jonathan Prude,
  Stephanie Spangler, Cathy Wood,
  Kathryn Yount
Guidelines for Discourse

- Safety
- Respectful and open communication
- Open minded perspective
- Transparency
- Courage to speak
- Nonhierarchical relationships
Approach

- History
- Readings
- Meeting with experts
Experts Met/Will Meet With…

- Felicia Brown, regional HR director, Sodexo
- Eric Bymaster, assistant vice president, Campus Life finance and operations
- Paul Byrnes, director, Emory Business Services, liaison with IKON
- Beverly Cormican, assistant vice president, business management, liaison with IKON
- Bruce Covey, Emory liaison with Barnes & Noble
- Rick Doner, professor of political science
- Matthew Early, vice president, Campus Services
- John Ford, senior vice president and dean for Campus Life
- Moshe Haspel, director of research and evaluation for Office of University-Community Partnerships (OUCP)
- Megan Jordan, Emory undergraduate, member of SWS
- Anne-Kathrin Kronberg, PhD student in sociology
Experts Met/Will Meet With…

- Mike Mandl, executive vice president, Finance and Administration
- Joe Mitchell, district manager, Sodexo
- Michael Rich, professor of political science and director, Office of University-Community Partnerships (OUCP)
- Chris Rider, assistant professor of Organization and Management
- Egan Short, Emory undergraduate, member of SWS
- Anand Swaminathan, Goizueta Chair in Organization and Management
- David Thurston, associate vice president, Financial Operations
- Lisa Underwood, associate vice president, Parking and Transportation
- Alex Zavell, Emory undergraduate, member of SWS
- Patty Ziegenhorn-Erbach, executive director, Emory food services, liaison with Sodexo
Approach

- Data gathering
  - Focus groups
  - Survey monkey

- Communication to the Community
  - Emory Report, Emory Wheel
  - Report to Senate, Faculty Council, Employee Council, SGA
  - Final Report
Focus Groups

- Employee Council
- Student Groups (e.g., SGA, GSC)
- Faculty Council
- Contracted Employees and Contractors
Charge:

Examine whether class and the status it affords is a significant factor that influences relationships at Emory.
Group #1

- Determine normal “markers” of class (e.g., income, job classification, education, identity as “professional”, vulnerability, value/worth/visibility/ability to speak)

- Ascertain how class is “lived” on campus
  - Identity
  - “Visibility”
  - Role/treatment of others
Add questions about perceptions/experience of class in:

- Focus groups (e.g., how do you see class reflected at Emory? have any of you worked on campus? how was that experience? describe your daily interactions with the non-academic workforce)

- Surveys

Evaluate the data

- Analyze, discuss, and write up results of “class-related” questions for Final Report
Charge:

Know the basic contours of the non-academic labor force and the attendant labor market
Group #2

- Work with Human Resources to collect market compensation data and comparisons to Emory’s salaries for 199 staff jobs
- Develop analysis methodology to better understand the salary comparison data
  - Data will be reviewed by:
    - Job grade
    - Job family
    - Salary level
Group #2

- Obtain funding for the benefits study from the Office of the Provost
- Select a consulting firm to conduct the benefits study
  - Towers Watson selected
  - Results expected in mid-November
Group #3

- **Charge:**
  - Gather available data on promotion, advancement, and self-improvement within the Emory non-academic labor force
Group #3

- Evaluate retention and turnover (and promotions) by
  - Analyzing data overall and by categories, including race, gender, income level, tenure, job category
- Determine why applicants and employees do or do not choose Emory
  - Survey individuals offered employment at Emory and declined
  - Conduct focus groups with employees
Group #3

- Ascertain what drives employee retention and engagement
  - Conduct focus groups with employees (planned)
  - Use previously conducted departmental surveys, when available
Group #4

Charge:
- Factually identify any structural impediments to employment and career advancement
Group #4

- Determine feasible and practical ways to facilitate access to educational opportunities at Emory for employees
- Analyze data from the following sources:
  - Focus groups with employees on impediments to career advancement
  - Review impediments identified within the committee
Group #4

- Compile a list of opportunities/courses available to employees
  - Learning Services courses and participation rates
  - Emory Continuing Education, ECIT, FSAP
  - Tuition reimbursement/Courtesy scholarships-participation rates
  - GED history
  - Best Practices for Development– Peer Institutions, Healthcare
- Meet with HR Leadership across campus to gather data on impediments and engagement
Group #5

- Charge:
  - Understand the role of contracting
Group #5

Identify six major contractors used by Emory
- Barnes & Noble
- Crestline
- First Transit
- IKON
- Sodexo
- Standard Parking
Group #5

- Formulate and distribute a questionnaire to contractors
- Hold discussions with
  - University administrators liaising with contractors
  - Officials at the companies charged with operations at Emory
- Solicit information directly from campus employees of the six contractors