



2024 - 2025

# E&I ACADEMY ANNUAL REPORT

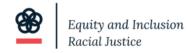


## CONTENTS

I. INTRODUCTION
Facilitator Partners of the E&I Academy
Executive Summary4
City of Boston Equity Statement —
II. OVERVIEW OF ACADEMY
2024-25 E&I Academy: Introduction and Description—8
2024-25 E&I Academy Evaluation Description ————————————————————————————————————
III. EVALUATION
Evaluation Question #1: —
Evaluation Question #2: —
Evaluation Question #3:———27
Evaluation Question #4:29
IV. DISCUSSION: KEY FINDINGS35
V. CONCLUSION43
VI. APPENDIX46

## FACILITATOR PARTNERS OF THE E&I ACADEMY

<u>The Equity and Inclusion Cabinet's</u> mission is to improve social determinants of health for Bostonians, centering racial justice and the historically excluded constituencies we represent.



#### The Mayor's Office for LGBTQIA2S+

<u>Advancement's</u> mission is to develop policies, community-oriented programming, and resources for the City's diverse LGBTQIA2S+ community.

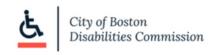


#### The Mayor's Office for Immigrant

<u>Advancement's</u> mission is to strengthen the ability of immigrants to fully and equitably participate in economic, civic, social, and cultural life in Boston.



<u>The Disabilities Commission's</u> mission is to increase opportunities for people with disabilities by facilitating full and equal participation in all aspects of life within the City of Boston.



#### The Office of Racial Equity and Community

**Engagement (ORECE)'s** mission is to establish and sustain racial and health equity as core principles in the Boston Public Health Commission (BPHC)'s policies, operations, and decision-making.



The Age Strong Commission's mission is to enhance the lives of people 55+ with meaningful programs, resources and connections so together we can live and age strong in Boston.







#### **EXECUTIVE SUMMARY**



The 2024-25 E&I Academy is the 2nd iteration of thoughtfully cultivated learning experiences for City of Boston staff designed by the Equity and Inclusion (E&I) Cabinet and partners.

In 2024-25, 76 City of Boston staff, representing 30+ different departments, successfully participated in and completed the E&I Academy. The E&I Academy applications opened in August 2024, and the learning sessions began late September 2024, running until November 2024. The E&I Summit took place on December 2, 2024, and the Impact Evaluation Sessions were facilitated in late January 2025.



The E&I Academy's principal goals are to build trust across lines of difference, foster our sense of belonging, and equip our City of Boston colleagues with appropriate tools to better serve our diverse populations. This evaluation used multiple quantitative and qualitative data sources from participants to determine to what extent the E&I Academy achieved these goals. The evaluation results rendered positive and constructive feedback, including key recommendations that will strengthen the E&I Academy for its future iterations.





## Participant feedback and data demonstrated the E&I Academy achieves these goals, with the evaluation showing:

- The E&I Academy successfully and impactfully engages staff from across the City of Boston.
- The majority of participants walked away from the E&I Academy having planned to engage at least 1-2 calls to action, built at least 1-2 new professional relationships, and learned at least 1-2 new things around equity.
- The E&I Academy fosters a space where staff feel a greater sense of trust and belonging in the City of Boston.
- E&I Ambassadors are enthusiastic about staying engaged with the E&I Academy, primarily through a community of practice space, additional learning sessions/events, cross-collaboration, and resource shareouts.

Overall, participants learned new concepts, practices, and resources to apply equity in their work. Participants also connected with new colleagues from different departments. Lastly, participants planned ways to implement and put into practice the learnings from the E&I Academy, in both their professional and personal lives.

## Collective themes of the concrete actions participants aimed to take include:

- 1. Collaborate with own team and other teams
- 2. Apply equity principles, best practices, and tools in all types of work
- 3. Advocate for equitable and inclusive practices
- 4. Apply an inclusive mindset in interpersonal engagement
- 5. Share learning and resources with teams and community partners
- 6. Continue to learn
- 7. Create new resources / tools to support equity work
- 8. Be a role model
- 9. Respect self-care and intentionality
- 10. Facilitate a generative community engagement space in mind of diversity

**For future cohorts**, the E&I Academy will continue to engage City of Boston staff and facilitate the cohort learning sessions, the E&I Summit, and the impact evaluation. The E&I Cabinet will implement participant suggestions as feasible to continue to cultivate and enhance the E&I Academy experience in the iterations to come, including:

- Updating the impact evaluation process to be more concise.
- Coordinating and collaborating with E&I Academy facilitators and volunteers to address facilitation updates, with a special focus on better ensuring accessibility, centering calls to action, building community, and incorporating new topics.
- Offering a hybrid virtual cohort option and implementing other logistics updates.
- Further cultivating E&I Ambassador engagement opportunities post-E&I Academy.

In total, the E&I Academy meaningfully impacts the City of Boston staff who choose to participate, enhancing staff's professional knowledge, relationships, tools, resources, and practices to better serve our diverse constituents, thereby advancing the City of Boston's mission to create a City for Everyone.

# CITY OF BOSTON EQUITY STATEMENT

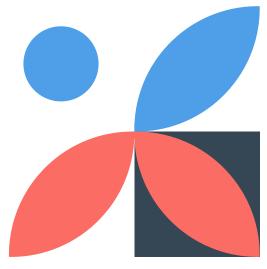
The City of Boston has played a role in causing and perpetuating the inequities in our society. To break down these barriers, we are embedding equity and inclusion into everything we do.

We define equity as ensuring every community has the resources it needs to thrive in Boston. This requires the active process of meeting individuals where they are.

Inclusion is engaging every resident to build a more welcoming and supportive city. We are building a city for everyone, where diversity makes us a more empowered collective.

## 2024-25 E&I ACADEMY: INTRODUCTION AND DESCRIPTION

The 2024-25 E&I Academy is the 2nd iteration of a transformative series of meticulously crafted learning experiences designed by the Equity and Inclusion (E&I) Cabinet and partners. City of Boston staff embarking on this transformative journey enrich their comprehension of equity and inclusion matters, and translate these insights directly into their daily responsibilities, thereby enhancing their capacity to serve the diverse residents of Boston, more effectively.





### The goals of the E&I Academy are to:

- To build trust across lines of difference,
- foster our sense of belonging,
- And equip our City of Boston colleagues with appropriate tools to better serve our diverse populations.

#### Our objectives for the 2024-25 E&I Academy were to:

- 1. Continue to build the community of City of Boston staff who become E&I Ambassadors, certified through participation in the E&I Academy Cohort learning sessions run by the E&I Cabinet and partners. Through these learning sessions, E&I Ambassadors learn best practices and inclusive language for engaging with diverse residents and embedding equity in City of Boston programs, services, and policies to create a City for everyone.
- 2. Apply learnings from the 2023 pilot E&I Academy, and gather more learnings from this 2nd iteration to inform a future, more impactful, and more sustainable delivery model of E&I Academy.

The first E&I Academy piloted in 2023, and the first two cohorts of 44 participants ran from September through December of that year. In 2024, for our 2nd iteration of the E&I Academy, 76 City of Boston staff, in four separate cohorts, successfully completed the E&I Academy learning sessions. In total over the past two years, these E&I Ambassadors represent over 45+ departments within the City of Boston.

The 2024-25 E&I Academy's applications opened in August 2024, and the cohorts began in late September 2024 and ended in January 2025. Participants were expected to attend three separate components for a total of about 20 hours of learning and engagement:





- 1. **E&I Academy Cohort learning sessions** with the E&I Cabinet and our facilitator partners (2 days sometime between September-November 2024).
- 2. **E&I Summit** with current participants and E&I Academy alumni ("E&I Ambassadors") attending additional learning breakout sessions, panel discussions, and community-building activities (1 day on December 2, 2024).
- 3. **E&I Academy Impact Evaluation sessions** to better understand actionable outcomes from E&I Academy and to provide an opportunity to workshop and set practical equity goals to accomplish in Ambassador's work (2 hours in late January, 2025).





The E&I Summit and Impact Evaluation sessions were two new additions to the E&I Academy, inspired from the evaluation of the pilot E&I Academy. The 2024-25 E&I Academy implemented a few additional critical improvements, including but not limited to:

- Adding the Age Strong Commission as one of our facilitation partners.
- Creating a Participant Workbook with E&I Academy agendas, facilitator information, best practices, standards, calls to action, and reflection spaces.
- Offering multiple options with 2 full-day sessions and 6 2-hour sessions, to increase staff retention.
- Increasing the length of time for each learning session from 1.5 hours to 2 hours to allow for more reflective and interactive activities.
- Connecting facilitators systematically with one another before and during the E&I Academy to create a more coherent experience (e.g., meetings beforehand, learning checks on other's sessions during the cohorts).
- Organizing E&I Ambassador alumni engagement opportunities, such as joining monthly Cookies & Conversations gatherings to connect over equity topics or joining the E&I Academy Working Group to inform the continued cultivation of the E&I Academy.



#### **2024-25 E&I ACADEMY**

#### **EVALUATION DESCRIPTION**

In order to continue to build out an impactful and sustainable E&I Academy program, the E&I Cabinet created an evaluation process using data sourced from August 2024 to January 2025:

- Application data (August to early September 2024)
- Pre- and Post-programmatic surveys (late September to December 2024)
- Attendance data (late September to November 2024)
- Cohort learning session sticky note reflection exercises & Cohort Feedback Surveys (late September to November 2024)
- Impact Evaluation sessions (late January 2025)
- Any additional qualitative feedback throughout



This evaluation sought to gauge the impact of the E&I Academy not only through outputs but also outcomes. We sought to understand the E&I Academy's success in meeting its goals to build trust across lines of difference, foster our sense of belonging, and equip our City of Boston colleagues with appropriate tools to better serve our diverse populations by answering the following questions:

- 1. Is the E&I Academy successfully and impactfully engaging staff from across the City of Boston?
- 2. Are participants walking away from the E&I Academy having:
  - Planned to engage at least 1-2 calls to action in their work?
  - Built at least 1-2 new professional relationships that they want to grow further?
  - $\circ~$  Learned at least 1-2 new things relating to equity per facilitated session?
- 3. Across cohorts, do participants feel a greater sense of trust across lines of difference and sense of belonging in the City of Boston?
- 4. How do E&I Ambassadors want to engage with the E&I Academy, the E&I Cabinet, and each other moving forward?

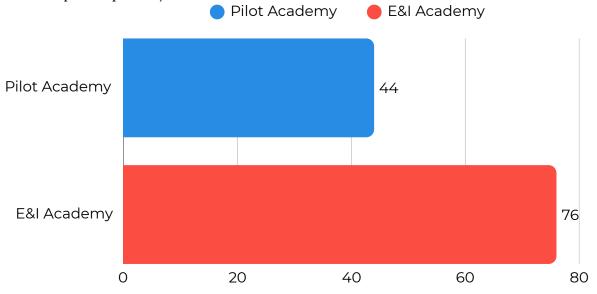
The E&I Program Administrator analyzed the quantitative and qualitative data in January and February 2025. The evaluation findings have helped the E&I Cabinet further develop recommendations to strengthen the development and implementation of future iterations of the E&I Academy.

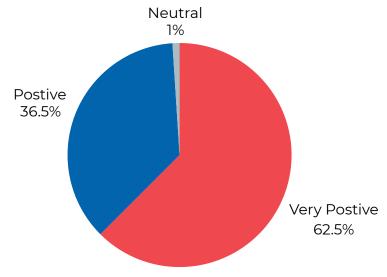
#### **EVALUATION**

#### **EVALUATION QUESTION #1:**

## Is the E&I Academy successfully and impactfully engaging staff from across the City of Boston?

76 staff participated successfully in the 2024 E&I Academy, working in 30+ different departments across the City of Boston. 32 more staff participated in this year's Academy compared to 44 staff in the Pilot Academy (nearly double the participation).





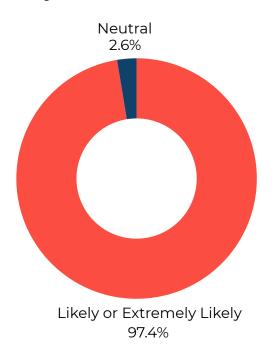
#### (POST-SURVEY) OVERALL, HOW WOULD YOU RATE THE QUALITY OF THE E&I ACADEMY?

In the Post-Survey (39 participants completed the Post-Survey), participants rated the overall quality of the E&I Academy from "Very Very Postive" (1) to "Very Positive" (5).

62.5% 97.4% of participants rated the E&I Academy as a 5 ("Very Positive," 61.5%) or a 4 ("Positive," 35.9%). 1 participant rated the E&I Academy as a 3 ("Neutral").

## (POST-SURVEY) HOW LIKELY WOULD YOU RECOMMEND THE E&I ACADEMY TO A COLLEAGUE OR OTHER CITY OF BOSTON STAFF?

On a scale of "Not at all likely" (0) to "Extremely likely" (10), 97.4% of participants indicated they would likely recommend the E&I Academy to a colleague or other City of Boston staff, with 71.8% of participants indicating they were extremely likely to recommend it (10). Only 1 participant indicated a neutral response (5).



#### Anonymous participant, Cohort Feedback Survey

"This was the best DEI training I've been a part of! Loved that things felt so applied and that I could actually use the learnings. Plus great to hear and learn from my cohort"

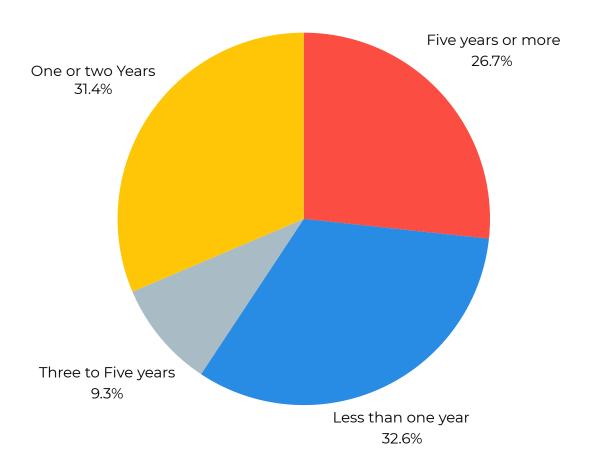
#### (APPLICATION) APPLICANT PROFILES

When asked how applicants had heard about the E&I Academy, the primary sources were:

- 1. Colleagues / Supervisors (41)
- 2. Email / Referral from Nomination Process (31)
- 3. Slack (18)
- 4. Department meetings (5)
- 5. Flyers (5)
- 6. Connecting the Dots session (1)
- 7. Digital Board (1)

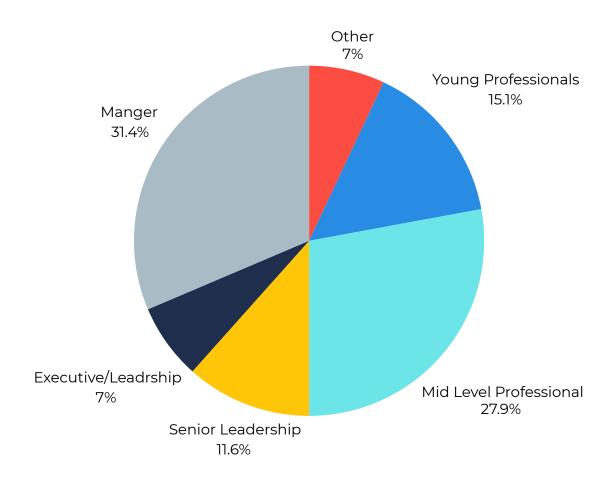
Applicants ranged across the spectrum in terms of their length of employment with the City of Boston and the position they held professionally, with a little over a quarter working for the City for more than 5 years, and a little under a third working less than a year.

## HOW LONG HAVE YOU BEEN EMPLOYED WITH THE CITY OF BOSTON?



## WHAT POSITION DO YOU HOLD PROFESSIONALLY?

Applicants also ranged across stages of careers with a little over half falling in "mid career positions", a little under one fifth in "leadership" roles, and about 15% self-identifying as "young professionals".



\*About 5 staff applied manually outside of the Google Survey application, and their data is not reflected in the above pie charts.

Four cohort schedule options were offered for different dates and times, with three 2-day options and one 6 2-hr option, and applicants' 1st choices across the board were spread evenly across the four options, with 22-24 participants assigned to each cohort.

100% of applicants confirmed they received approval from their supervisor to attend the E&I Academy, including the Cohort sessions, the E&I Summit, and an Impact Evaluation session.

#### PARTICIPANT PROFILES OF E&I ACADEMY

76 staff of 91 applicants successfully completed the E&I Academy. Actual cohort sizes ranged from about 16–20 participants. The applicant drop-off occurred prior to the E&I Academy start - if staff attended the first day, they generally attended the rest of the E&I Academy sessions and activities (except for excused reasons such as sickness or parental leave). Further research is needed to understand why certain staff signed up but never made it to a session.

#### (PRE-SURVEY) DEMOGRAPHIC DATA ON PARTICIPANTS

74 participants completed the Pre-Survey.



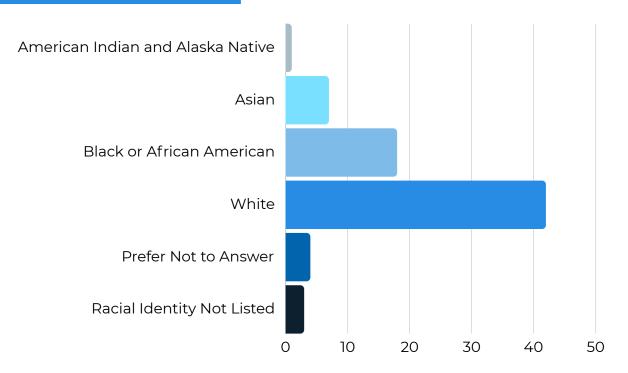


Participants lived across the City of Boston in Beacon Hill, Brighton, Charlestown, Dorchester, East Boston, Fenway-Kenmore, Hyde Park, Jamaica Plain, Mattapan, Mission Hill, North End, Roslindale, Roxbury, South Boston, South End, and West Roxbury.

56.8% of participants were white, 24.3% Black or African American, 9.5% Asian, 1.4% American Indian/Alaska Native, 4.1% racial identity was not listed, and 5.4% preferred not to answer.



#### DO YOU IDENTIFY WITH ANY OF THE FOLLOWING RACES?



17.8% of participants identified as Hispanic or Latino/-a/-e/-x origin. 1.4% preferred not to answer, and the remaining 80.8% of participants did not identify as Hispanic or Latino/-a/-e/-x.

The majority (90.2%) of participants were born in the U.S., although several participants were born in other countries including Honduras, India, Iran, Italy, and Russia.

A vast majority of participants identified as women 75.3% (55 individuals), while 19.2% (14 individuals) identified as men and 6.8% (5 individuals) identified as non-binary, gender non-conforming, or genderqueer. 2.7% (2 individuals) preferred not to say.

18.6% (13 individuals) identified as a person with a disability, 75.7% (53 individuals) did not, and 5.7% (4 individuals) preferred not to answer.

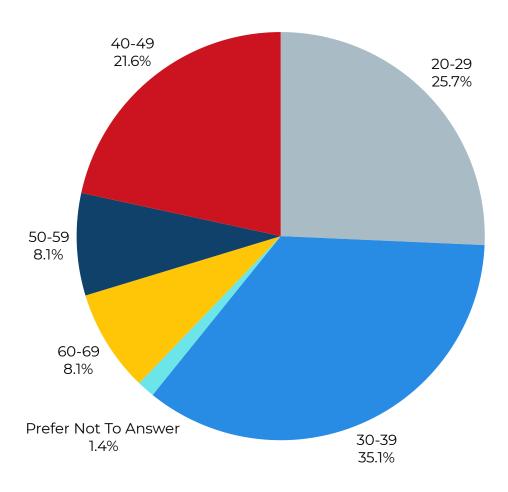


1 participant identified as a veteran, and the remaining participants did not identify as a veteran.

75.4% of participants spoke primarily English at home, 4.6% spoke primarily Spanish at home, and the remaining 20% of participants spoke a combination of English and another language, including Dari, Urdu, Finnish, Polish, Portuguese, Spanish, French, Dutch, Tagalog, Italian, and Hindi.

#### WHAT IS YOUR AGE RANGE?

Participants ranged in age from 20-69 years old. 26% were in the 20-29 year age range, 35% in the 30-39 year age range, 22% in the 40-49 year age range, and the remainder above 50 years old.



(POST-SURVEY) PLEASE SHARE ANY CHANGES OR IMPROVEMENTS YOU SUGGEST FOR SCHEDULING, VENUES, SPEAKERS, AND ANY OTHER EVENT LOGISTICS FOR FUTURE ACADEMY COHORTS.

22 participants responded to this optional question, and suggestions included:

- Providing lunch/snacks/coffee at the E&I Summit and all E&I Academy events.
- Moderating temperature of Civic Pavilion (too cold when warm outside).
- Collaborating with the Climate Justice Working Group for the E&I Summit.

- Being aware Mondays can be busier for front-line staff.
- Making the E&I Summit less close to the holidays.
- Providing name tags on all days, not just the first day.
- Connecting more practices and themes to day-to-day work.
- Continuing to be in the Civic Pavilion (over the first floor room).
- More preparedness for participation requirements or allowing for more optional / less visible participation (more menti, more yes/no paddles, more answer IF you feel comfortable sharing) to lessen anxiety.
- Think about how managers can be participants and/or advocates.
- Having a Cohort that meets outside of City Hall for employees who aren't based there.
- Ensuring all participants and facilitators are intentional about how they are bridging with each other across identities (including race), rather than othering.
- Considering other spaces as options: Suffolk University; Curley Community Center.

Additional comments expressed enjoyment of the E&I Academy and had no additional notes. For example, one participant shared, "I have no notes everything was provided perfect," and another shared, "I think you made it all work!"





#### **SURVEY ENGAGEMENT**

One participant in the Post-Survey shared they thought the survey was too lengthy, and another participant in the Post-Survey shared the Cohort Feedback Survey was "difficult to complete with too many open ended questions." They "would recommend revising that survey and incorporating those questions into this one [the Post-Survey] to improve your overall response rate." An additional participant asked about the Cohort Feedback Survey, "Is there any way to shorten this survey?" This feedback suggests the Post-Survey and Cohort Feedback Survey should be shortened and/or combined.



#### **EVALUATION QUESTION #2:**

Are participants walking away from the E&I Academy having:

- Planned to engage at least 1-2 calls to action in their work?
- Built at least 1-2 new professional relationships that they want to grow further?
- Learned at least 1-2 new things relating to equity per facilitated session?





## (APPLICATION) IN ONE TO TWO SENTENCES, PLEASE SHARE WHY YOU'RE INTERESTED AND WHAT YOU'RE HOPING TO GET OUT OF JOINING THE E&I ACADEMY.

Applicants responded to the question: "In one to two sentences, please share why you're interested and what you're hoping to get out of joining the E&I Academy." The following word cloud represents the most common words they used to respond, including "work," "learn," "city", "better," "equity," "inclusion," and "knowledge":



#### **Anonymous participant, Cohort Feedback Survey**

"I will aim to be in the growth zone frequently, challenging myself in leaving the comfort zone to learn more about people different than myself and experiences I haven't had, and to seek to better integrate equity into my work."





### (APPLICATION) IN ONE TO TWO SENTENCES, PLEASE SHARE WHAT EQUITY AND INCLUSION MEANS TO YOU.

Applicants also answered the question: "In one to two sentences, please share what equity and inclusion means to you." The following word cloud also highlights the most common words used to define "equity" and "inclusion," including "everyone," "people," "opportunities," "access," "resources," and "need."



#### **Anonymous participant, Post-Survey**

"Equity is ensuring every individual and group has access to the specific/tailored resources they need (and that this access to the resources doesn't require an extra step, feel like a burden, or contribute to othering!). Inclusion is the intentional process of thoughtfully & proactively thinking ahead to the individuals and groups you may serve (and maybe HAVEN'T served) to 1) ask why they haven't been served and 2) what we can do in order to bring the access, resources, sense of welcome & belonging in order to serve them."

## (POST-SURVEY) IN ONE TO TWO SENTENCES, PLEASE SHARE WHAT EQUITY AND INCLUSION MEANS TO YOU, NOW HAVING BEEN THROUGH THE E&I ACADEMY.

In the Post-Survey after the E&I Cohort sessions and E&I Summit, participants responded to a similar question: "In one to two sentences, please share what equity and inclusion means to you, now having been through the E&I Academy."



The most common words are reflected in the below wordcloud. Some words repeated, including "everyone," "resources," "access," "need," and "people." Some additional words were more commonly used than in the application responses, including "belonging," "thrive," "creating," and "city."



#### (POST-SURVEY) ADDITIONAL LIKERT SCALE QUESTIONS

Participants also answered an additional set of Likert scale questions only featured in the Post-Survey to assess their learning, relationships, and calls to action from the E&I Academy (See Appendix for scale statements.):

- 100% of participants (39 individuals) agreed "The E&I Academy increased my knowledge and awareness about foundational equity and inclusion principles and best practices."
- 92.4% of participants agreed "Through the E&I Academy, I learned at least 1-2 things that were new to me." 5.1% (2 individuals) responded neutrally. 2.6% (1 individual) disagreed.
- 76.9% of participants agreed "Through the E&I Academy, I have built new relationships with at least 1-2 City of Boston staff who I can work with to address equity issues." 15.4% (6 individuals) responded neutrally. 7.7% (3 individuals) disagreed strongly.
- 71.8% of participants agreed "I have at least 1-2 specific calls to action from the E&I Academy I plan to carry out." 23.1% (9 individuals) responded neutrally. 5.1% (2 individuals) disagreed.
- 94.8% of participants agreed "I plan to apply equity principles, learnings, and best practices I learned from the E&I Academy in my work at the City of Boston." 5.1% (2 individuals) responded neutrally.

Some respondents commented on their responses. One participant stated they already had equity actions embedded in their work, and an additional participant expressed that they already were doing the best they could in their job, including its limitations. Another participant wished they had more opportunity to work with people they weren't sitting next to or with their supervisor. One participant mentioned they did not feel trust and belonging with their colleagues in the E&I Academy because they felt some colleagues took up too much space and coworker cliques made it more difficult to connect. Another participant shared, "For me, having the len[s] of other city departments doing the work, living the work, and applying the work helped! It's so easy to not get the message because you can't see the connection to your siloed world, but seeing how the shared mission connect and delivers for all, it definitely makes it more applicable."



## (COHORT FEEDBACK SURVEYS, COHORT STICKY NOTE RESPONSES, AND IMPACT EVALUATION SESSIONS) ACTIONABLE OUTCOMES & THEMES FROM THE E&I ACADEMY

Participants were asked at the end of the Cohort sessions, "What are at least 1-2 actions you plan to apply in your work?" Similarly, in the Cohort Feedback Survey, participants were asked for each of the six learning sessions, "What are 1-3 calls to action you plan to apply from [X session]?" A set of themes were pulled from the individual answers:



#### **ACTION THEMES FROM SURVEYS & STICKY NOTES**



#### Action themes included:

- 1. Apply equity principles, best practices, and tools in all types of work
- 2. Advocate for equitable and inclusive practices
- 3. Respect self-care and intentionality
- 4. Be a role model
- 5. Collaborate with own team and other teamsS
- 6. Apply an inclusive mindset in interpersonal engagement
- 7. Create new resources / tools to support equity work
- 8. Continue to learn
- 9. Share learning and resources with teams and community partners

In the Impact Evaluation Sessions, participants, who had at that point completed the Cohort learning sessions and the E&I Summit, were asked to reflect on the following questions using Mentimeter:

- 1. "What have you accomplished so far to embed equity in your work as a result of / inspired by the E&I Academy? If not yet completed, what do you plan to do?"
- 2. "How do these planned / implemented actions fall into the above themes?"
  - a. "If there's no theme that fits the action, what theme would you add?"
- 3. "Are there any challenges or opportunities for action implementation?
- 45+ participants engaged in the Impact Evaluation sessions.

Participants largely agreed that their planned / implemented actions fell into at least one of the action theme categories. Of the actions they shared they had accomplished so far or planned to accomplish to embed equity in their work, all the action themes applied, though some more than others:

- 1. Collaborate with own team and other teams (17 responses)
- 2. Apply equity principles, best practices, and tools in all types of work (16 responses)
- 3. Advocate for equitable and inclusive practices (16 responses)
- 4. Apply an inclusive mindset in interpersonal engagement (13 responses)
- 5. Share learning and resources with teams and community partners (12 responses)
- 6. Continue to learn (8 responses)
- 7. Create new resources / tools to support equity work (7 responses)
- 8. Be a role model (6 responses)
- 9. Respect self-care and intentionality (4 responses)

#### **ADDITIONAL ACTION THEME**

One participant shared, "I've started to think more about how individuals enter the spaces that we create / invite them into (mood/mode - learning, building, imagining)." Upon further large group discussion with the participant, an additional action theme to the categories listed above surfaced: **Facilitating a generative community engagement space in mind of diversity,** whether internally or externally focused, that expands and welcomes diverse people's capacities so as to effectively engage with the City of Boston.





#### **EVALUATION QUESTION #3:**

Across cohorts, do participants feel a greater sense of trust across lines of difference and sense of belonging in the City of Boston?

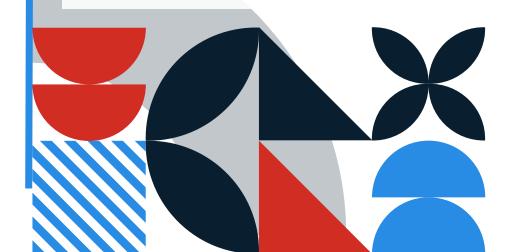
## (PRE- AND POST-SURVEY) EQUITY IN ACTION / BELONGING SCALE

In the Pre-Survey and Post-Survey, participants responded to the same set of questions on a Likert scale. Participants were asked "Please indicate how much you agree or disagree with each of the statements below," and the statements measured to what extent participants felt committed to equity, felt knowledgeable and connected to resources and best practices, and felt a sense of trust and belonging with their City of Boston colleagues across lines of difference. (See Appendix for scale statements.)

Participants' sense of knowledge on equity and sense of belonging increased from the beginning of the E&I Academy to the end of the E&I Academy by about 7 percentage points. On the scale, with reverse coded questions taken into account, participants agreed more strongly in the Post-Survey than the Pre-Survey, from 3.7 to 4.1 out of 5.

This difference was statistically significant, indicating a moderate impact due to the E&I Academy (p = .001). Examples of statements showing the greatest increase in agreement included:

- "I feel confident reaching out to the Equity & Inclusion Cabinet for resources or support in the future if questions around equity come up."
- "I have the tools I need to best serve our diverse residents in Boston."
- "I feel confident in my professional relationships, skills, and knowledge to make the City of Boston a City for Everyone."
- "I feel connected to City of Boston staff from different Departments or Cabinets."



Participants commented on their answers in the Pre-Survey indicating primarily a desire to become more aware and informed of resources and spaces to address equity issues in work cross-departmentally. In the Post-Survey, participants commented on their answers:



- They appreciated the E&I Academy space. For example, one participant shared, "E&I Academy was great and very well organized. I was able to be part of the learning community as well as able to be part of the presenters. All presenters were able to keep all learners engaged throughout all sessions! Thank you Flo for your dedication and for making this academy a success."
- They would like to continue to connect with colleagues on equity and inclusion cross-departmentally in spaces similar to E&I Academy. For example, another participant expressed, "I think it would be amazing to build on E&I academy and ensure there is a designated space to talk and engage with equity and inclusion cross-departmentally more routinely, especially for those who already completed the academy."
- They named the challenges of moving equity work forward, including ensuring decision makers and managers support this work. For example, a different participant stated, "While there are definitely some easy to implement next steps in my role & scope of work, the reality is that it feels like a long uphill battle to advocate and implement true equity practices in our work and a lot of the decision making is not within my control."

### (POST-SURVEY) ADDITIONAL LIKERT SCALE QUESTION: BELONGING

As described for Evaluation Question #2, participants also answered an additional set of Likert scale questions only featured in the Post-Survey. One additional question was specifically focused on trust and belonging:

• (Reverse coded question) 89.8% of participants agreed "I feel a sense of trust and belonging with my colleagues who participated in the E&I Academy." 2.6% (1 individual) responded neutrally. 7.7% (3 individuals) disagreed strongly.

#### **EVALUATION QUESTION #4:**

How do E&I Ambassadors want to engage with the E&I Academy, the E&I Cabinet, and each other moving forward?

(PRE-SURVEY) ARE THERE ANY TOPICS YOU WISH WE WOULD ENGAGE WITH IN THE E&I ACADEMY, BUT DO NOT SEEM ADDRESSED BY THE ABOVE LEARNING SESSIONS?

In the Pre-Survey, participants responded to the question, "Are there any topics you wish we would engage with in the E&I Academy, but do not seem addressed by the above learning sessions?" Some respondents said "No" or "N/A," and others mentioned topics including:



### Incorporating equity lens into following issues:

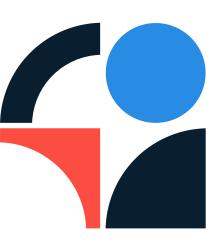
- Racial justice
- Supporting MWBE and other diverse businesses
- Housing affordability for low-income residents
- Environmental and climate justice
- Data and technology
- Mental health

### Learning best practices for working with Boston residents who are/have:

- Unhoused
- Returning citizens
- Different socioeconomic status
- Low or limited literacy (print literacy, health literacy, finance literacy, digital literacy)
- Justice involved histories

#### Learning about Boston's history regarding:

- Race, gender, and other inequities
- The City of Boston's engagement with different groups and communities in the past and how that might impact present day mistrust or misunderstanding



### Building and navigating relationships to advance DEI practices:

- Across differences
- Across power dynamics
- Across division and hate towards marginalized communities

Learning about E&I and cross-departmental resources, e.g., around program evaluation and equitable data collection.





## (POST-SURVEY) ARE THERE ANY TOPICS YOU WISH WE WOULD ENGAGE WITH IN THE E&I ACADEMY, BUT ARE NOT ADDRESSED BY THE CURRENT LEARNING SESSIONS?

26 participants responded in the Post-Survey to this optional question, "Are there any topics you wish we would engage with in the E&I Academy, but are not addressed by the current learning sessions?" Some participants had no additional topics, while others suggested some additional topics. Some topics were similar to responses from the Pre-Survey:

- Racism
- Climate justice
- Housing inequity and discrimination
- Mental health
- Building and navigating relationships across differences
  - One participant shared, "How to handle differences of beliefs in the workplace / disagreeing without demonizing. I also wonder if it could be interesting/relevant to think about how to accommodate religion in the workplace (i.e. Islamic prayer time accommodations)."
  - Another shared, "Navigating difficult spaces in a political environment (e.g. important political issues nationally and internationally when there may be strong opinions in the office)."

### Additional suggested topics new Post-Survey included:

- Profession-specific support:
  - "How to 'manage up."
  - "Perhaps it would be useful to have cohorts or sessions that were specifically designed for people who work directly with the public vs. managers or support staff."
  - "How to mentor and coach other staff on E&I opportunities/themes."
  - Safe spaces
- Learning about other departments' work, including Workforce Empowerment, the Office of Returning Citizens, and Elections (specifically importance of voting)
- Internal institutional focus on addressing City inequities (e.g., equitable hiring processes; HR trainings on addressing equity issues and casual microaggressions in workplace)
- Expanding on topics within the E&I Academy



### Anonymous participant, Post-Survey

"I would have like to seen more specific tools like the 5 P's that we can incorporate into daily work. This might include best practices around meeting facilitation, specific strategies for having dialogue with managers about equity."

### Anonymous participant, Post-Survey

"The academy was fantastic! It's really hard to suggest any additional topics because I think that you did a fantastic job keeping the content concise, relevant, and impactful. I think that there is additional learning that could be beneficial, including scenario sessions and collaboration with other depts/community members, but overall the E&I academy programming seemed pretty spot on."

- "Digital accessibility. Things like writing for people with cognitive challenges, color contrast, always including alt text for pictures. So many folks at the city produce content for our website and print materials that we should strive to adhere to these standards."
- Neurodiversity
- Guidelines for front-facing staff to welcome gender nonconforming individuals into public facilities
- Parenthood



#### (POST-SURVEY) HOW CAN WE ENGAGE YOU MOVING FORWARD? PLEASE SHARE ANY IDEAS / SUGGESTIONS.

In the Post-Survey, participants answered the question, "How can we engage you moving forward? Please share any ideas / suggestions." Participants indicated a desire to participate in:

- Cross-departmental community of practice that regularly meets every so often (14)
- Learning sessions for all E&I Academy participants and specific departments (9)
- Resources, including updates, relating to E&I (8)
- Cross-collaborations with E&I Cabinet or other departments (6)
- Communication by email/newsletter updates (4) and/or Slack channel (2)
- New E&I Academy participant recruitment (2)
- Networking opportunities (1)
- E&I office hours (1)

#### (POST-SURVEY) HOW DO YOU ENVISION COLLABORATING WITH THE E&I CABINET AND/OR E&I ACADEMY ALUMNI IN YOUR WORK MOVING FORWARD?

Participants also responded to the question, "How do you envision collaborating with the E&I Cabinet and/or E&I Academy alumni in your work moving forward?" Participants shared interest in partnering with the E&I Cabinet generally as a resource and collaborator. Some people expressed interest in collaborating specifically on:

- Climate justice
- Department's own DEI Academy or DEIB committee
- Department events / programming / services

Participants planned to integrate best practices within their own individual work and with their colleagues. For example, one participant also mentioned, "I plan to do my best at being the best version of myself, which includes many of the lessons I learned at the Academy." Another participant stated, "My department already has some partnerships in place, but now I feel more comfortable reaching out to colleagues with any questions or concerns that may arise."





One participant suggested to provide a list of "services equity and inclusion provides directly to departments. Perhaps a final summary would be helpful and some quick list of when to reach out the different departments."

Several participants also envisioned recruiting additional staff to join the E&I Academy.

## (POST-SURVEY) ARE YOU LIKELY TO PARTICIPATE IN ONE OF OUR FUTURE EVENTS (E.G., E&I CABINET EVENTS)?

On a scale of "Not at all likely" (0) to "Extremely likely" (10) in the Post-Survey, 100% of participants indicated they were likely to participate in one of our future events (e.g., E&I Cabinet events), with ratings ranging from 7-10, and the majority (53.8%) indicating they were extremely likely to do so (10).

## (POST-SURVEY) WHAT ARE SOME POLICIES / PROGRAMS THAT YOU WANT TO SEE FROM THE E&I CABINET / E&I DEPARTMENTS?

8 participants responded to this optional question, and their primary responses indicated interest in the E&I Cabinet continuing to offer the E&I Academy and E&I workshops for employees as well as doing direct outreach and engagement to departments, especially constituent-facing departments. One participant also thought that some E&I Academy inclusive community principles and practices should be adapted as a policy City-Wide.

For example, one participant shared, "The E&I Academy had the best workshops/meetings I have attended in a LONG time. I would love to see a policy that all departments had to adopt the Community Guidelines for all meetings. I left my former position, in large part, because of the belittling manner in which we were treated during our required monthly meetings. I would love to see managers/supervisors get training on how to make meetings more engaging for neurodivergent employees (and hopefully everyone else)."

Another participant expressed, "This [the E&I Academy] should be mandatory for all COB employees!!!!!!! Or at least a condensed version. I think I shared this on an earlier survey, but clear COB statements & expectations for COB employees around equity and inclusion shared broadly & clearly feel like a necessity!"

## (POST-SURVEY) PLEASE SHARE ANY FINAL COMMENTS, QUESTIONS, CONCERNS, OR SUGGESTIONS:

In this final optional question on the Post-Survey, 14 participants responded, with the majority expressing gratitude for the E&I Academy experience. A few respondents shared suggestions or reflections on their E&I Academy experience, such as revising the Cohort Feedback Survey, continuing to offer an option for short sessions over a few weeks in addition to all day sessions, and sharing more resources for staff who are in non-constituent-facing roles.

#### Anonymous Participant, Impact Evaluation Session

"I felt empowered to embed equity after participating in the E&I Academy"

For example, one participant stated, "Again, I thought the Academy was great, and I think it does an awesome job of getting everyone to be speaking the same language and getting a base understanding of this work. I would just love to start getting better about how to incorporate this work into my non-constituent facing role that is more based on strategy and goal setting for folks that are doing the constituent facing work."

Another participant shared, "Thank you for practicing what you preach. Pipe cleaners/chenille stems are inexpensive, fun, and quiet fidget toys. I noticed a difference in my attention/engagement at the E&I Summit when they weren't initially provided."

Lastly, a different participant expressed, "Thank you so much for putting this together. Having this available to me made me incredibly proud to be in service of the City of Boston."

#### Anonymous participant, Cohort Feedback Survey

"I am so thankful to get to work in a city that offers this training and has a dedicated team to embedding equity and inclusion into everything that we do. The work that you do is so important; thank you!!"



#### **DISCUSSION: KEY FINDINGS**

## 1. IS THE E&I ACADEMY SUCCESSFULLY AND IMPACTFULLY ENGAGING STAFF FROM ACROSS THE CITY OF BOSTON?

**Yes!** Overall, the E&I Academy is successfully and impactfully engaging staff from across the City of Boston. The 2024-25 E&I Academy successfully engaged nearly double the number of staff for its second iteration in comparison to the Pilot E&I Academy, and over 30 departments from across the City of Boston were represented. Moreover, nearly 100% of staff positively rated the quality of the E&I Academy and would likely recommend the E&I Academy to a colleague or other City of Boston staff, meaning the E&I Academy is worth people's time and energy.

#### **APPLICANTS**

Applicants were engaged successfully to join through several different means, including email, word of mouth from colleagues and supervisors, and other communication forums internal to the City of Boston and to specific departments. Applicants represented the entire spectrum in terms of their length of employment with the City of Boston and the position they held professionally, from less than one year to five years or more, and young professional to senior leadership. The most common applicant was a mid-level professional or manager, and they were most commonly in their position for two years or less. Moreover, schedule options seemed to offer enough variation for different applicants' preferences, and all applicants received supervisor approval to attend the E&I Academy.

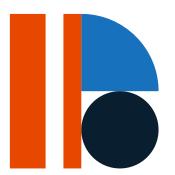
#### **PARTICIPANTS**

76 of the 91 applicants successfully completed the E&I Academy. All 15 of the applicants that did not graduate dropped-off prior to the E&I Academy Cohort beginning. If staff engaged on the first day, they generally attended all the remaining sessions. Although some drop-off is expected, one suggestion is to make all the Cohorts occur sooner to the application deadline, to reduce the potential for drop-off. Nonetheless, the successful retention of E&I Academy participants once they began demonstrates the Academy's impactful engagement, as employees found the learning series useful for their time.

Not only was participant retention high, participants represented a diverse range of identities. Participants lived in 16 different neighborhoods in the City of Boston. Participants represented diverse races, ethnicities, nationalities, genders, abilities, languages spoken at home, and ages. The least diverse demographic was around veteran status - only one participant identified themselves as a veteran.

Finally, participants provided positive and constructive feedback for future E&I Academy cohorts to enhance the experience even more in the future. Some suggestions were **logistics-focused**: revise, combine, and/or shorten the surveys for evaluation; schedule the E&I Academy as much as possible in mind of holidays and staff schedules; provide name tags at all events; provide an alternate space than City Hall for City staff who work outside of City Hall (this alternate space could be virtual, echoing the Pilot E&I Academy report); and provide food at all events. Others were **facilitation-focused**: connect more practices and themes to participants' day-to-day work (for the range of roles present, including constituent and non-constituent facing); share out what to expect and options around participation (making sure to remove barriers for neurodivergent employees); collaborate with other teams / topics, such as climate justice; and continue to be intentional about bridging over othering based on identity.

In total, the 2024-25 E&I Academy successfully and impactfully engaged participants, from the application period to the end of the E&I Academy. Nonetheless, constructive suggestions mentioned above should be implemented in the future years to further enhance its impact.)



#### **KEY TAKE-AWAYS:**

#### **Anonymous participant, Post-Survey**

"I think you made it all work!"

#### Anonymous participant, Cohort Feedback Survey

"Thank you for hosting such a great academy which covered so many topics with great information. I appreciate a personal connect/touch each session had which made everything super relatable and a little bit easier to digest. Also loved the session on microaggression."

- Yes, the E&I Academy successfully and impactfully engages staff from across the City of Boston!
- Nearly 100% of staff positively rated the quality of the E&I Academy and would likely recommend the E&I Academy to a colleague or other City of Boston staff.
- Participants in cohorts represented a diverse range of City of Boston staff, across departments, length of tenure at City Hall, stage of career, age, gender, race/ethnicity, nationality, languages spoken at home, and ability.
- If staff joined the first session, they almost always continued to attend and complete their cohort's set of learning sessions.
- Participants provided post-programatic feedback with both logistics- and facilitation-focused suggestions to be implemented in future E&I Academies.

### 2. ARE PARTICIPANTS WALKING AWAY FROM THE E&I ACADEMY HAVING:

- Planned to engage at least 1-2 calls to action in their work?
- Built at least 1-2 new professional relationships that they want to grow further?
- Learned at least 1-2 new things relating to equity per facilitated session?

**Yes!** The majority of participants walked away from the E&I Academy having planned to engage at least 1-2 calls to action, built at least 1-2 new professional relationships, and learned at least 1-2 new things around equity. Nonetheless, some growth areas were also identified.

In terms of planning to engage at least 1–2 calls to action in their work, nearly all participants (94.8%) agreed "I plan to apply equity principles, learnings, and best practices I learned from the E&I Academy in my work at the City of Boston." However, about 72% of participants agreed "I have at least 1–2 specific calls to action from the E&I Academy I plan to carry out." Thus, even though participants felt confident they would apply their learning from the E&I Academy in their work, less participants had specific calls to actions from the E&I Academy they would apply (even if still a majority of participants did).





A couple reasons stand out from participants' comments on why this might be: 1) sessions need to provide more time connecting calls to action with participants' specific day-to-day roles and responsibilities, and 2) some participants have already been embedding equity in their work to the best of their ability. Cultivating the learning sessions further to ensure all participants feel confident in their specific calls to action is an important growth area for next iterations of the E&I Academy.



Nonetheless, all participants who completed the Cohort Feedback Survey were able to share 1-2 calls to action they planned to implement from each learning session. Moreover, all 45+ participants who attended the Impact Evaluation sessions were able to share at least 1 call to action from the E&I Academy they had or were planning on doing, demonstrating the actionable and meaningful applications of the E&I Academy experience. These actions especially centered around implementation, collaboration, and advocacy of equitable practices and tools.

Another growth area moving forward for the E&I Academy is providing more opportunities for participants to build at least 1-2 new professional relationships that they want to grow further. Although a majority of participants (76.9%) agreed "Through the E&I Academy, I have built new relationships with at least 1-2 City of Boston staff who I can work with to address equity issues," the E&I Academy aims for every participant to walk away with new meaningful professional relationships.



A few suggestions arise from participant feedback: 1) increasing the small group conversations and activities with people sitting at different tables and with people from different teams, 2) adding as a standard for all Cohort community agreements to share the air time for speaking (and reminding people throughout the sessions to do so), and 3) continuing to host engaging spaces for E&I Ambassadors after the E&I Academy to continue networking and building community. Another suggestion might be to encourage participants to share more frequently their name, pronouns, and department – not just in the first learning session, but throughout.

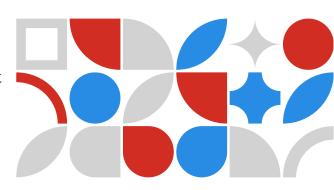
Still, the overall feedback on the E&I Academy shows the majority of participants connected with their peers during the process, and furthermore, they wanted spaces to reconnect in the future. As one participant shared in the Post-Survey, "I'd love an ongoing meet up to keep deepening connections and learnings."



When participants applied to the E&I Academy, they were interested in applying equity and inclusion in their work, learning and bettering their knowledge around resources and practices. This interest best correlates to the last bullet: learning at least 1-2 new things relating to equity per facilitated session.

In this goal, participants especially succeeded. All participants who completed the Post-Survey agreed, "The E&I Academy increased my knowledge and awareness about foundational equity and inclusion principles and best practices," and almost all participants (92.4%) agreed "Through the E&I Academy, I learned at least 1-2 things that were new to me."

As a striking example, once participants attended the E&I Academy, they defined equity and inclusion in the Post-Survey with words not just related to access and resources for everyone as they did in the Pre-Survey, but also creating a city of belonging where everyone can thrive – demonstrating learning and growth in real time around the concept of equity.



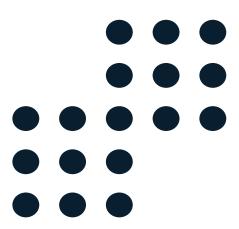
Thus, the majority of participants did walk away from the E&I Academy with the the learning, action, and relationship outcomes we intended – even as we can grow in clarifying our calls to action and relationship-building.

#### **KEY TAKE-AWAYS:**

- Yes! The majority of participants walked away from the E&I Academy having planned to engage at least 1-2 calls to action, built at least 1-2 new professional relationships, and learned at least 1-2 new things around equity.
- 94.8% of participants agreed "I plan to apply equity principles, learnings, and best practices I learned from the E&I Academy in my work at the City of Boston."
- Still, the E&I Academy should further cultivate the learning sessions to ensure all participants feel connected to new colleagues and feel confident in their specific calls to action. Implementing participant suggestions can support this growth.

## 3. ACROSS COHORTS, DO PARTICIPANTS FEEL A GREATER SENSE OF TRUST ACROSS LINES OF DIFFERENCE AND SENSE OF BELONGING IN THE CITY OF BOSTON?

Yes! As a collective, E&I Academy participants did feel a greater sense of trust across lines of difference and a sense of belonging in the City of Boston. A statistically significant increase from before to after the E&I Academy, they especially felt more confident reaching out to the E&I Cabinet, serving diverse residents in Boston, and connecting with their colleagues from different departments and Cabinets. Nearly 90% of participants agreed, "I feel a sense of trust and belonging with my colleagues who participated in the E&I Academy." Even so, implementing the suggestions from above may increase this sense of trust even further. Additionally, participants named challenges present to move equity work forward – making the E&I Academy an even more critical space for the E&I Ambassadors to connect and work together. Indeed, participants reemphasized the value of the E&I Academy experience, and their desire to stay connected to this space as part of their City of Boston work.



#### Anonymous participant, Cohort Feedback Survey

"SO thankful for all your work to put together this holistic, thoughtful learning opportunity for all of us! I know it can be challenging to work "within the system" sometimes, but I'm so encouraged by all the work your teams are doing and how you're helping to lead the rest of the vast & diverse COB employee population!!"

#### **KEY TAKE-AWAYS:**

- Yes! The E&I Academy fosters a space where staff feel a greater sense of trust and belonging in the City of Boston.
- Participants left the E&I Academy feeling more confident reaching out to the E&I Cabinet, serving diverse residents in Boston, and connecting with their colleagues from different departments and Cabinets.
- This space not only engenders trust and belonging, but also promotes cross-collaboration to advance equity in City services, policies, and programming.

## 4. HOW DO E&I AMBASSADORS WANT TO ENGAGE WITH THE E&I ACADEMY, THE E&I CABINET, AND EACH OTHER MOVING FORWARD?

**E&I Ambassadors expressed enthusiasm to continue to engage with the E&I Academy, the E&I Cabinet, and each other.** Ambassadors shared interest in engaging in several different ways, but most commonly Ambassadors were interested in:

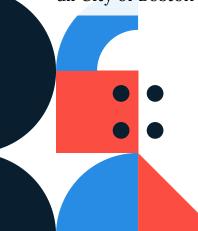
- Meeting in a cross-departmental community of practice on a regular basis.
- Continuing learning and attending events with the E&I Cabinet and partners.
- Collaborating on new/expanded-upon topics in future E&I Academy iterations, such as climate justice.
- Receiving updates on resources, events, and new tools from the E&I Cabinet, including easy-to-reference one-pager summaries.

Participants also shared several additional topics the E&I Academy should more deeply explore with City of Boston staff, whether in the Cohort learning sessions, E&I Summit, or other venues. Topics that stood out as they were repeated in both the Pre-Survey and Post-Survey include:



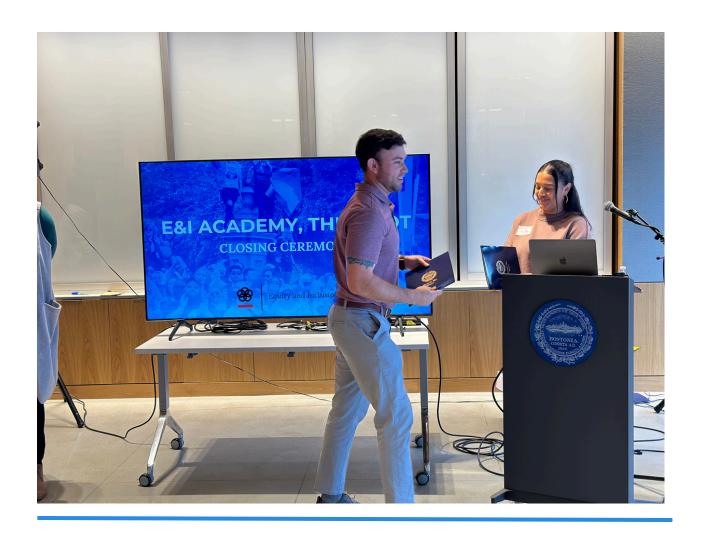
- Racism
- Climate justice
- Housing inequity and discrimination
- Mental health
- Building and navigating relationships across differences

Finally, even for participants who do not continue to engage directly with the E&I Academy space as alumni, participants clearly expressed their commitment to integrating their learning from the E&I Academy into their professional and personal life. Moreover, participants hoped the City of Boston would make E&I Academy principles, best practices, and learnings—on both facilitating an inclusive, engaging community space as well as improving the ways we equitably serve diverse constituents—the City-wide standard for all City of Boston employees.



#### **Anonymous participant, Post-Survey**

"I plan to do my best at being the best version of myself, which includes many of the lessons I learned at the Academy."



#### **KEY TAKE-AWAYS:**

- E&I Ambassadors are enthusiastic about staying engaged with the E&I Academy, primarily through a community of practice space, additional learning sessions/events, cross-collaboration, and resource shareouts.
- Participants suggested topics that should be explored for future E&I Academy learning offerings.
- Regardless of to what extent E&I Ambassadors wanted to continue to engage with the E&I Academy moving forward, E&I Ambassadors are committed to embedding equity and inclusion in the City of Boston.



#### **CONCLUSION**

The E&I Academy seeks to build trust across lines of difference, foster our sense of belonging, and equip our City of Boston colleagues with appropriate tools to better serve our diverse populations; **this evaluation shows the E&I Academy resoundingly achieves these goals.** Implementing participant recommendations will help the E&I Academy to even more successfully achieve its mission and thereby cultivate a City for Everyone.

#### Recommendations

Based on the evaluation findings, the E&I Cabinet should continue the work they have been doing with the E&I Academy, and the E&I Cabinet needs to further cultivate the E&I Academy to incorporate the suggestions and feedback from E&I Ambassadors.

Key recommendations to enhance future E&I Academy iterations

Key recommendations to enhance future E&I Academy iterations include:

#### **E&I ACADEMY LOGISTICS-FOCUSED:**

- Revise, combine, and/or shorten the surveys for evaluation.
- Schedule the E&I Academy as much as possible in mind of holidays and staff schedules.
- Provide name tags at all events.
- Provide an alternate space than City Hall for City staff
  who work outside of City Hall (this alternate space
  could be virtual, echoing the Pilot E&I Academy report).
- Provide food at all events.



#### **E&I ACADEMY FACILITATION-FOCUSED:**

- Connect more calls to action, practices, and themes to participants' day-today work (for the range of roles present, including constituent and nonconstituent facing).
- Increase accessible style of facilitation, such as sharing out what to expect and options around participation to remove barriers for neurodivergent employees.
- Continue to be intentional about bridging over othering based on identity.
- Increase small group conversations and activities with people sitting at different tables and with people from different teams.
- Encourage participants to share more frequently their name, pronouns, and department – not just in the first learning session, but throughout.
- Add as a standard for all Cohort community agreements to share the air time for speaking (and remind people throughout the sessions to do so).
- Continue to host engaging spaces for E&I Ambassadors after the E&I Academy to continue networking and building community.
- Collaborate with other teams / topics, especially on below priority topics (in addition to other topics mentioned by participants):



- 1. Racism
- 2. Climate justice
- 3. Housing inequity and discrimination
- 4. Mental health
- 5. Building and navigating relationships across differences

#### **POST-E&I ACADEMY ENGAGEMENT-FOCUSED:**

- Host a cross-departmental community of practice on a regular basis to connect, brainstorm actions, and support one another.
- Provide and share learning opportunities and events from the E&I Cabinet and partners, including the annual E&I Summit and other E&I Academy-led events open to alumni.
- Share updates on resources, events, and new tools from the E&I Cabinet, including easy-to-reference one-pager summaries.

#### **LIMITATIONS**

This evaluation report, despite extensive quantitative and qualitative data collection, has some limitations, including:

- Lower response rate for the Cohort Feedback Survey (19 individuals) in particular, as well as the Post-Survey (39 individuals) and Impact Evaluation Sessions (45+ individuals), in comparison to the Pre-Survey (74 individuals).
- Additional specific session feedback from the Cohort Feedback Survey was not used for this report on the overall experience of the E&I Academy, but the data will be used in addition to this report to help update specific session content/structures.
- The E&I Program Administrator was the primary data analyst and report writer, instead of more ideally an external evaluator.

#### **MOVING FORWARD: LESSONS LEARNED**

For future cohorts, the E&I Academy will continue to engage City of Boston staff and facilitate the cohort learning sessions, the E&I Summit, and the impact evaluation. Additions and slight tweaks to the existing model will enhance our offerings, including:

- Updating the impact evaluation process to be more concise.
- Coordinating and collaborating with E&I Academy facilitators and volunteers to address facilitation updates, with a special focus on better ensuring accessibility, centering calls to action, building community, and incorporating new topics.
- Offering a hybrid virtual cohort option and implementing other logistics updates.
- Further cultivating E&I Ambassador engagement opportunities post-E&I Academy.

In continuing to offer the E&I Academy, the E&I Cabinet advances staff's capacity to cultivate a City for Everyone.

We hope you'll join us in this pursuit!

### APPENDIX

#### (PRE- AND POST-SURVEY) EQUITY IN ACTION / BELONGING SCALE

Please indicate how much you agree or disagree with each of the statements below.

There are no right or wrong answers; we are interested in knowing your true feelings and thoughts.

\*All responses were on a likert scale of 0-5 from "Strongly Disagree" to "Strongly Agree."

Making the City of Boston a City for Everyone is a priority for me.

Creating sustainable, equitable change in the City of Boston is not a priority for me.

I feel confident reaching out to the Equity & Inclusion Cabinet for resources or support in the future if questions around equity come up.

I have the tools I need to best serve our diverse residents in Boston.

I feel confident in my professional relationships, skills, and knowledge to make the City of Boston a City for Everyone.

I feel a sense of belonging in the City of Boston.

[Reverse coded] I do not feel connected to City of Boston staff from different Departments or Cabinets.

I often work with City of Boston staff from different Departments or Cabinets to embed equitable principles and practices in our programs, policies, and services.

I feel a sense of trust with my colleagues across lines of difference.

I know how to be inclusive in my work and with my team.

I do not feel encouraged and supported to advance equity in the City of Boston.

There are designated spaces in the City of Boston to process, reflect on, and engage with equity and inclusion work cross-departmentally.

I am committed to transforming how we design and fund policies, programs, and practices as a City to improve social determinants of health for diverse Boston residents.

Please share any comments on your above answers, if you would like. [Optional] \*Open-ended question.

#### (POST-SURVEY) ADDITIONAL LIKERT SCALE QUESTIONS

### Pt. 2: Please indicate how much you agree or disagree with each of the statements below.

There are no right or wrong answers; we are interested in knowing your true feelings and thoughts.

\*All responses were on a likert scale of 0-5 from "Strongly Disagree" to "Strongly Agree."

The E&I Academy increased my knowledge and awareness about foundational equity and inclusion principles and best practices.

I do not feel a sense of trust and belonging with my colleagues who participated in the E&I Academy.

Through the E&I Academy, I learned at least 1-2 things that were new to me.

Through the E&I Academy, I have built new relationships with at least 1-2 City of Boston staff who I can work with to address equity issues.

I have at least 1-2 specific calls to action from the E&I Academy I plan to carry out.

I plan to apply equity principles, learnings, and best practices I learned from the E&I Academy in my work at the City of Boston.

Please share any comments on your above answers, if you would like. [Optional] \*Open-ended question.