



# PLANTING SEEDS OF GROWTH

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Annual Impact Report 2024



VANDERBILT UNIVERSITY  
People, Culture and Belonging

# IT'S OUR MOMENT!

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**The People, Culture and Belonging (PCB)** division at Vanderbilt University is on a mission to weave belonging, self-direction, collaboration and growth into the heart of our community. We're committed to bringing out the best in humanity by creating a workplace where every employee is empowered to thrive. Our goal is simple yet profound: to elevate both our people and our university. This inaugural annual report showcases our strategic initiatives, staff demographics and our vision for driving innovation and success into FY25.



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A LETTER FROM

# Chancellor Diermeier

Vanderbilt University is a community dedicated to the full realization of human potential through lifelong personal growth. We believe people grow best in an environment that is supportive and challenging at the same time—where they feel valued, included and encouraged to strive for continual improvement within all dimensions of life. The Division of People, Culture and Belonging was born from a commitment to these values and to continuously fostering a welcoming, collaborative culture that embraces diversity and promotes belonging across all facets of our university community.

In its first year and under the leadership of Vice Chancellor for People, Culture and Belonging, Sydney Savion has laid a strong foundation for a more inclusive and supportive Vanderbilt with innovative initiatives to enhance the sense of belonging, self-direction and continual growth among staff.

Vanderbilt University has long been a leading employer in the Nashville metropolitan area and Tennessee, and these initiatives and others aim to make it even better for our staff, who will in turn contribute more completely, strategically and creatively to the growth of the university in its global era ahead. They underpin a core facet of our culture of belonging: While we are selective in whom we hire, once an employee joins our community they will be welcomed, supported and empowered to thrive.

It is my pleasure to present the inaugural annual report of the Division of People, Culture and Belonging at Vanderbilt University. I extend my gratitude to Vice Chancellor Savion and her team and look forward to the continued growth and success of this vital division in the years to come.

**Dare to grow!**

**DANIEL DIERMEIER** | CHANCELLOR



## A LETTER FROM

# Vice Chancellor of People, Culture and Belonging

In an era where disruption is the new normal, Vanderbilt University stands at the crossroads of transformation. Global shifts, digital revolutions and evolving demographic demands are reshaping the landscape of higher education, and we face these challenges head-on. **Our response? The People, Culture and Belonging Division's long-term strategy**—a deliberate, data and technology-driven and human-centric approach to crafting an employee experience that not only navigates the waves of change but sets us apart in excellence. This strategy is not by chance but a conscious effort to redefine what it means for employees to excel in higher education and to ensure Vanderbilt remains a destination for top talent and innovative leadership.

Since the launch of the People, Culture and Belonging division in November 2023, we've been laser focused on bringing our strategy to life. With employees at the core, we are building a community where everyone feels valued, supported and empowered to thrive. This first People, Culture and Belonging Annual Report marks a pivotal moment in our history, not just reflecting on our past but declaring our future. We've accomplished significant milestones in FY24—establishing a legacy of belonging, fostering self-direction, enhancing collaboration and driving growth. We've laid the groundwork for Vanderbilt to lead in a world powered by both human ingenuity and AI, understanding that true value emerges from the fusion of hearts, minds and technology.

Looking ahead, our mission to bring out the best in humanity remains our guiding light. Our commitment to radical collaboration and the Vanderbilt Way—rooted in self-direction, belonging and growth—is more critical than ever. We will continue to embrace our differences and seek common ground, cultivating an inclusive, innovative and resilient community. As we aim to make Vanderbilt the great university of the 21<sup>st</sup> century, our employees, who embody the Vanderbilt Way, will remain at the heart of our success. We will prioritize a human-centric approach, leveraging data and technology to drive decisions, fostering co-creation of learning and growth experiences and committing to the mental health and well-being of our community.

The complex challenges ahead—whether social, technological or economic—demand bold leadership and a deep commitment to our shared values and purpose. Together, through radical collaboration, we will find the common ground where true progress is made, continuing to advance Vanderbilt's legacy, navigating the waves of change and setting a course for a future in which we are all deeply invested.

Thank you for your unwavering dedication, resilience and trust.

**It's Our Moment!**

**SYDNEY SAVION** | VICE CHANCELLOR OF PEOPLE, CULTURE AND BELONGING



## MISSION

Our mission is to bring out the best in humanity by weaving belonging, self-direction, collaboration and growth into the fabric of our Vanderbilt ecosystem.

## VISION

Our vision is to make Vanderbilt University a destination for top talent by designing measurable solutions that enhance the employee experience, drive growth and impacts our noble mission.

## OUR 48-MONTH STRATEGY

### FY24

**Onboarding Revamp:** Launch an enhanced onboarding for 100% new staff enrollment by Quarter 4.

**Wellness Program:** Initiate a comprehensive well-being program for a healthier workplace.

**Strategic Focus:** Execute a targeted short-term strategy for PCB division and talent management.

**Benchmarking HR Model:** Develop and align HR practices with global standards for People, Culture and Belonging.

### FY27

**Staff Venture Incubation:** Collaborate with the Wond'ry to incubate staff ventures, encouraging innovation.

**Cross-functional Teamwork:** Foster teamwork across departments at crucial project milestones.

**Leadership Coaching Program:** Enhance coaching to develop leadership skills and growth mindsets, focusing on key decision-making moments.

### FY28+

**Talent Marketplace Evolution:** Adapt the Talent Marketplace to meet evolving business and employee needs.

**Ongoing Talent Assessment:** Regularly refine Talent Marketplace and career growth opportunities.

**Lifecycle Support Strategy:** Continuously improve strategies for key lifecycle moments, supporting employees from entry through leadership transitions.

### FY25

**Vanderbilt Learning Innovation Hub:** Enhance engagement by focusing on crucial lifecycle moments that matter.

**Talent Marketplace:** Align skills with opportunities, highlighting key career moments that matter.

**Job Architecture:** Define clear pathways and frameworks for employee growth.

### FY26

**Targeted Development & Performance Management:** Refine and amplify Professional, Leadership and Technical program to highlight and develop key growth moments.

**Global Talent Strategy:** Integrate Talent Strategy with Succession Planning for effective navigation and leverage of career transitions.

**Career Pathway Optimization:** Enhance Job Architecture for clear career advancement, emphasizing developmental milestones and organizational impact.

# WHO WE ARE

**People, Culture and Belonging** drives a powerful support network dedicated to fostering belonging, self-direction, collaboration and growth for Vanderbilt's diverse community of over **7,317 employees**.

Our personalized solutions are crafted to elevate the employee experience, unlocking their full potential and propelling the university's mission to bring out the best in humanity.

**89**  
PEOPLE, CULTURE AND BELONGING EMPLOYEES

**5**  
CENTERS OF EXPERTISE (COE)

**70K**  
APPLICATIONS TO WORK AT VANDERBILT PER YEAR (3% HIRE RATE)

**14,500+**  
TAX SUBMISSIONS

**84K**  
SOLUTION DESK INQUIRES

**580**  
E&E CASES

# WHO WE SERVE

At **People, Culture and Belonging**, our mission is to bring out the best in humanity, weaving belonging, self-direction, collaboration and growth into the fabric of Vanderbilt. We're passionate about our responsibility to our employees, ensuring they feel empowered and supported. Whether it's helping staff, faculty and students learn and grow or responding swiftly to enhance engagement, we're driven by one core purpose: making our workplace better for our people and our people better for Vanderbilt's noble mission.

**7,317**  
EMPLOYEES  
FACULTY (26%)  
STAFF (74%)

**28%**  
OF EMPLOYEES USE VIRIGN PULSE

**5**  
GENERATIONAL COHORTS EMPLOYED AT VANDERBILT

**10,384**  
LIVES IMPACTED BY BENEFITS

**7.5**  
YEAR AVERAGE TENURE

**36**  
STATE WORKFORCE

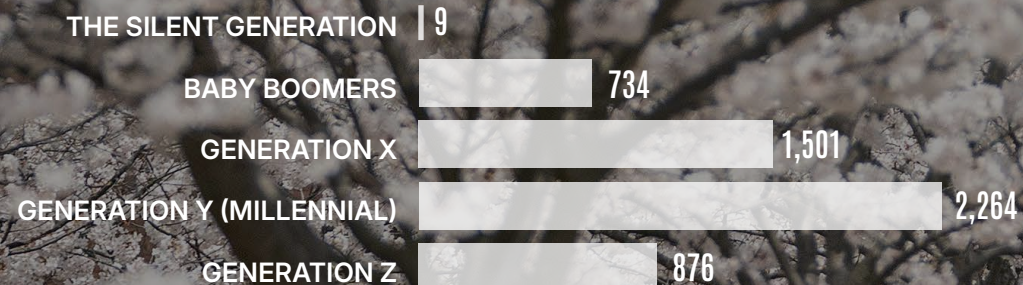
# STAFF AT A GLANCE

Vanderbilt University is committed to cultivating a diverse and inclusive workplace that reflects the rich variety of perspectives, backgrounds and experiences within our community. Our staff is a vibrant tapestry of individuals who bring unique skills and insights, contributing to a culture of collaboration and innovation. This diversity not only enriches the working environment but also enhances our ability to address the complex challenges of today's world. By embracing differences, we foster an inclusive atmosphere where everyone is empowered to contribute their best, driving the university's mission forward.

## AGE

41

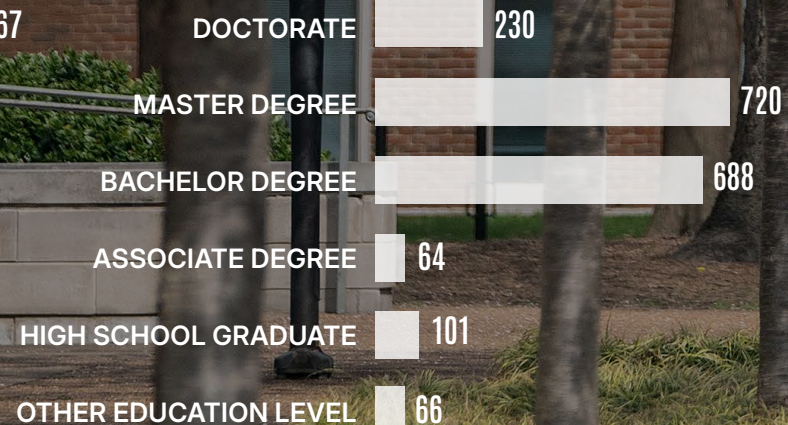
AVG. YEAR OF AGE



## MALE VS. FEMALE

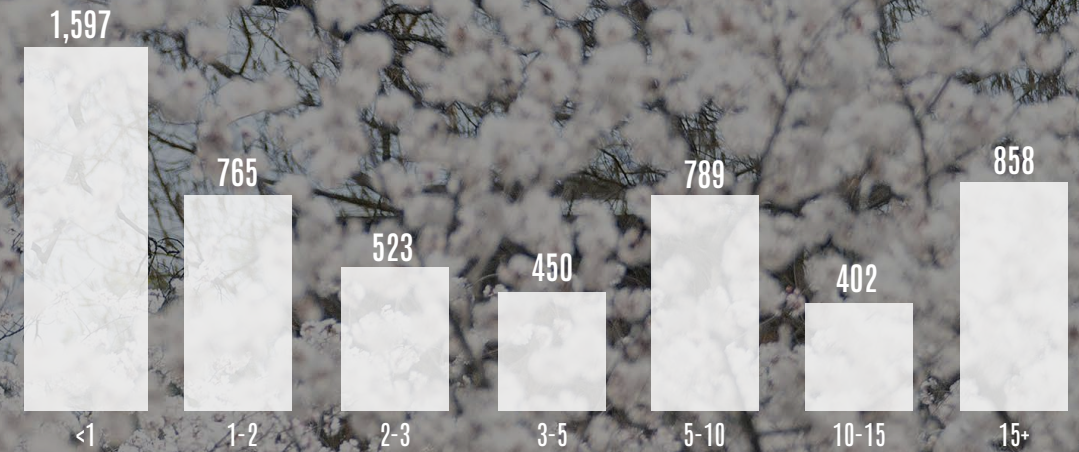


## EDUCATION

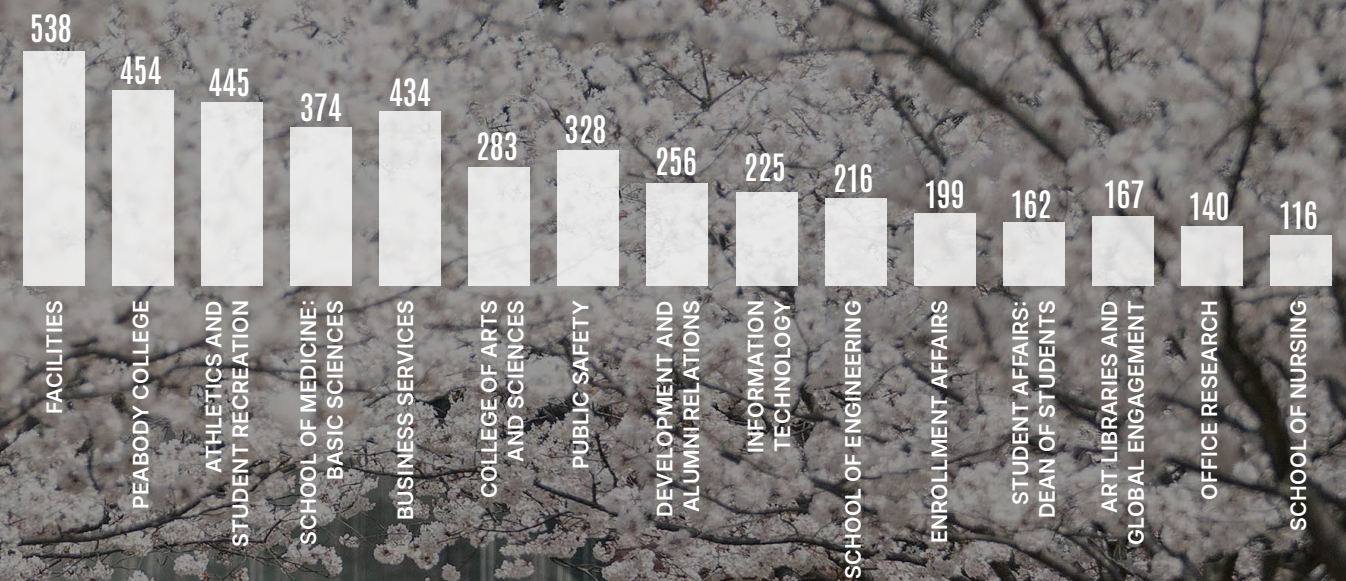


## YEARS OF SERVICE

6.4  
AVG. YEARS TENURE



## BUSINESS UNIT



## EMPLOYEE AFFINITY GROUPS

- ASSOCIATION OF VANDERBILT BLACK FACULTY & STAFF
- ASIAN AMERICAN PACIFIC ISLANDER
- DISABILITIES AND CHRONIC HEALTH CONDITIONS
- EARLY CAREER PROFESSIONALS
- GOLDEN DORES (50+ AGE)
- GLAMMADORES (LGBTQIA+)
- INDIGENOUS
- INTERNATIONAL
- JEWISH
- LATINX
- MID-CAREER PROFESSIONALS
- MILITARY AND VETERANS
- MUSLIM PROFESSIONALS ASSOCIATION
- NEW AT VU
- SINGLE PARENTS
- WOMEN AND WORKING MOMS

## LANGUAGES

40+  
LANGUAGES SPOKEN

With the shift to a **Center of Expertise (COE) model**, our goal is to leverage specialized expertise, drive innovation and increase efficiency across the university, thereby enhancing the employee experience life cycle. Here is a preview of the positive changes you can expect:

# IN ALIGNMENT WITH OUR CORE VALUES, THE COE MODEL ENABLES US TO ENHANCE THE EMPLOYEE EXPERIENCE.

## Health, Wellbeing and Belonging

Guided by the Surgeon General's Five Essentials for Workplace Mental Health and Well-Being, HWB aims to strengthen health, wellbeing and a sense of belonging among employees. We are dedicated to promoting mental health, work-life balance and a supportive work environment.

**Wellness Programs:** Launch comprehensive health and wellness initiatives.

**Support Groups:** Promote Employee Affinity Groups to enhance belonging.

**Health Tracking:** Provide tools for employees to monitor and improve their well-being.

## Futures Learning Hub

The Futures Learning Hub is a catalyst for growth, ensuring every Vanderbilt employee can learn, thrive and contribute to our shared success.

**Digital Learning Marketplace:** Access 45,000 online courses in 50 languages via Oracle Learning Hub.

**Live Experiences:** Participate in immersive workshops, hands-on sessions and real-world scenarios that boost peer learning and teamwork.

**Virtual Adventures:** Explore virtual tours, 3D worlds and VR/AR experiences that sharpen decision-making and problem-solving skills through quick, impactful learning.

## Equity and Engagement

E&E is implementing strategies to ensure accessibility, inclusivity, safety and a welcoming environment for all employees. Our commitment to equity and engagement is central to creating a culture where everyone feels valued and respected. E&E is optimizing resolution processes and functions to improve the employee experience and drive increased education and adoption of leading nondiscrimination and equity-based practices for measurable results and impact.

**Inclusive Leadership:** Train managers to create a more inclusive workplace.

**Accessibility Checks:** Regularly improve accessibility in all areas.

**Support Education:** Provide training on equal opportunity issues.

## People Experience

People Experience is here to improve the day-to-day experience of employees so they can do their best work. We are modernizing recruitment and talent acquisition through a partnership with global RPO and Talent Acquisition provider. This collaboration enhances our recruitment process with cutting-edge technology and expertise, ensuring that we attract and retain top talent.

**Total Rewards:** Integrated compensation, benefits and recognition to attract and retain talent.

**Workforce Optimization:** Aligning people, skills and performance with business goals for maximum efficiency.

**People Solutions:** Resolving employee issues and enhancing interactions to create a seamless work experience across the employee lifecycle.

## Strategy and Operations Innovation

Our intention is to establish, maintain and consistently apply measurable practices, policies and standards focused on user-centric design principles.

**Workflow Optimizer:** Simplifies processes to boost efficiency and keep operations aligned with university goals.

**Experience Hub:** Enhances employee interactions and engagement through intuitive, user-friendly tools.

**Insight Dashboards:** Provides real-time data for smarter, faster decision-making to improve performance.



# INNOVATION RISING IN SERVICE OF EMPLOYEES

● Belonging ● Growth ● Self-Direction ● Collaboration

### VANDERBILT VOYAGE

New Hire Experience

### STAFF CHATBOT

Answers in Your Pocket

### ILLUMINATE

eMagazine 1,200 subscribers

### LEARNING HUB

Digital Learning Marketplace

### CURIOUS BAR

Personalized Support and Innovation

### 45K NEW, TIMELY RELEVANT COURSES

50 Different Languages

### EQUITY & ENGAGEMENT SMS

Text Alerts Partnered with VUPS

### NEW PEOPLE, CULTURE AND BELONGING WEBSITE

Connecting People with Timely Information

### STAFF ATHLETIC LEAGUE

Kickball & Cornhole

### DORE-TO-DORE NAVIGATOR PROGRAM

15 Navigators

### WELLBEING CHAMPION COMMUNITY

20 Champions

### NEW HIRE COACHING CIRCLES

Powered by Aboard

### AUTOMATED REPORTS

Increased Efficiency

### 9 AWARDS FY24

Attracting Top Talent

AWARDS FY24



### NEWSWEEK GREATEST WORKPLACES 2024

- Greatest Workplaces
- Greatest Workplaces for Diversity
- Greatest Workplaces for Women
- Greatest Workplaces for Job Starters
- Greatest Workplaces for Parents and Families
- Greatest Workplaces for People with Disabilities



### 2024 STEVIE AWARDS

Human Resources Department of the Year



Workplace Health and Wellbeing

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# IMAGINE A WORLD...

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where every step you take is guided by a sense of purpose and possibility—a world where innovation is not just a goal but a way of life. As we set our sights on the future, we reflect on the remarkable journey that began with the launch of the People, Culture and Belonging division. These initiatives reviewed in this annual report are more than just milestones; they are the first steps in our ongoing mission to foster a culture of innovation and opportunity, ensuring that each of you not only thrives here at Vanderbilt but also beyond our walls.

Now, let's envision the future—a vibrant 48-month plan, alive with energy, where each part moves in sync, building momentum and driving us toward new possibilities.

This is the world we are building—a future where Vanderbilt's legacy of excellence and innovation continues to shine brightly for the next 150 years. Our success will not be measured only by the strategies we implement but by the spirit of collaboration, innovation and belonging that defines us as a community. Together, let's seize this moment to chart a course toward a future where Vanderbilt University remains a beacon of hope, excellence and creativity in higher education.

**It's Our Moment!**

**SYDNEY SAVION | VICE CHANCELLOR**



**DARE TO  
GROW**

