



# Finance DEIB Action Plan

Dartmouth Finance is dedicated to upholding a culture that prioritizes excellence, service, continuous improvement, and communication. The objective of this initiative is to leverage these positive attributes and foster a commitment to our core principles by all members of the Finance team. These principles are centered on a strong dedication to understand and incorporate vital elements of diversity, equity, inclusion, and belonging in order to improve the experience for our staff as well as the services and processes we offer.

## Finance Overview and Objectives

### Finance Mission Statement

We efficiently deliver high-quality services and information, when and where they are needed, to enable the dynamic aspirations of Dartmouth's faculty, students, and staff.

### Core Principles

In delivering on our mission, we strive to:

- Understand and embrace the diversity of our customers and their needs;
- Prioritize our work effectively in an environment of constrained resources;
- Maintain transparent communication with our customers and among ourselves;
- Enable agile response in a rapidly changing world;
- Instill a culture of empowered problem solving, experimentation, and continuous learning;
- Ensure that operational policies, processes, systems, and data are streamlined and standard across the institution

## Aligning with Toward Equity

The Finance DEIB Action Plan will align with and support the institutional Toward Equity Strategic Plan through the four areas of priority: Coordination, Structure, Accountability, and Assessment.

- 1) **Coordination:** Finance will be a resource in coordination and cooperation with the IDE division and a partner in the pursuit of aligning institutional priorities and institutional recruitment and retention efforts.
- 2) **Structure:** In support of building systems and structures to improve inclusive and equitable experience for staff, faculty, and students, Finance will continue to develop our team's understanding of creating a community of belonging and inclusivity. Each member of our community has a responsibility to ensure interactions and decisions are unbiased, fair, equitable, and inclusive and that we are proactively creating a space where everyone feels safe and included.
- 3) **Accountability:** Finance will support all efforts to create clear accountability and reporting systems and will participate and engage in IDE forums designed to discuss diversity, equity, inclusion, and belonging, and the necessary training and education initiatives for leaders and staff.
- 4) **Assessment:** Finance will have an integral role in supporting and assisting the development of tools for gathering, evaluating, and assessing our policies and procedures that impact the experience for our staff, faculty, and students.

### Call to Action:

Toward Equity emphasizes accountability and communication from institutional leaders, and notes that every member of the Dartmouth community has a role and responsibility to contribute to its success by:

- Developing personal goals to contribute to a more inclusive and welcoming environment;
- Proactively completing training modules, participating in workshops, and attending lectures and programs that center diverse perspectives;
- Participating in divisional action plan development and implementation and
- Sharing feedback through institutional surveys.

**We can all play a role in moving Dartmouth Toward Equity**

## Inclusive Excellence Accomplishments

Reflecting on the past, in 2016, the Dartmouth Action Plan for Inclusive Excellence laid out a set of actions to be undertaken during 2017-2018. As part of this plan, Finance pledged to promote a more diverse and inclusive environment at Dartmouth by focusing on four primary areas:

- Work Process and Communication
- Professional Development
- Client Service/Outreach
- Recruitment/Retention

Since then, Finance has made notable strides in strengthening and expanding the divisional community, culture, and communication by engaging its employees.

### Work Process & Communication

- **Encouraging Flexibility:** Managers are encouraged to provide flexibility in hours and work location, while also meeting the operational needs of the organization.
- **Promoting Community:** Through the F&A Staff Teams site, we have been able to expand our outreach to encompass more of the F&A Division, Finance Centers, and the Investment Office. This platform provides a communal space to maintain connections, acknowledge achievements, share resources, seek assistance, and stay informed on ongoing Finance initiatives and projects.

### Professional Development

- **F&A Professional Development Committee:** The F&A Professional Development Committee has broadened the scope of its professional development programs and community engagement events. These include regular mini-sessions on professional development, discussions on career paths, presentations on "Day in the Life" experiences, DEIB (Diversity, Equity, Inclusion, and Belonging) talks, and informal coffee breaks. In addition, the committee disseminates bi-weekly communication about upcoming learning opportunities and a monthly newsletter that shares news related to Dartmouth and higher education.
- **C3I Gender Bias Training:** Finance continues to offer C3I (Campus, Climate, and Culture Initiative) Gender-Bias training. C3I is required for all Finance staff and offered to all members of the F&A Division, Finance Centers, and Investment Office.
- **Leadership Training:** All staff are encouraged to participate in management and leadership training, such as DartSmart, LEADS, Star Academy and other relevant learning opportunities.

### Client Service & Outreach

- **Community Engagement:** Finance has also continued to promote community outreach by holding regular bi-weekly, quarterly, and bi-annual meetings and forums across campus to exchange feedback on policies, processes, projects, and initiatives.
- **Outreach:** The Finance & Admin Update is a monthly newsletter designed to provide timely, relevant, and consistent updates on Finance & Admin activities. The newsletter leverages the F&A Outreach Listserv to allow Dartmouth community members to self-subscribe to receive news and announcements.
- **Accessibility:** In order to ensure that information is inclusive, consistent, and accessible, Finance aims to educate its staff who are responsible for communication, training, and web management on how to create content that is accessible and inclusive.
- **Community Involvement:** Finance staff members are encouraged, both as individuals and teams, to become involved in the wider Dartmouth community. Staff members are encouraged to participate in the Volunteer Time-Off Program, campus and student events, Student House Communities, fundraising, and the Dartmouth United Way campaign.

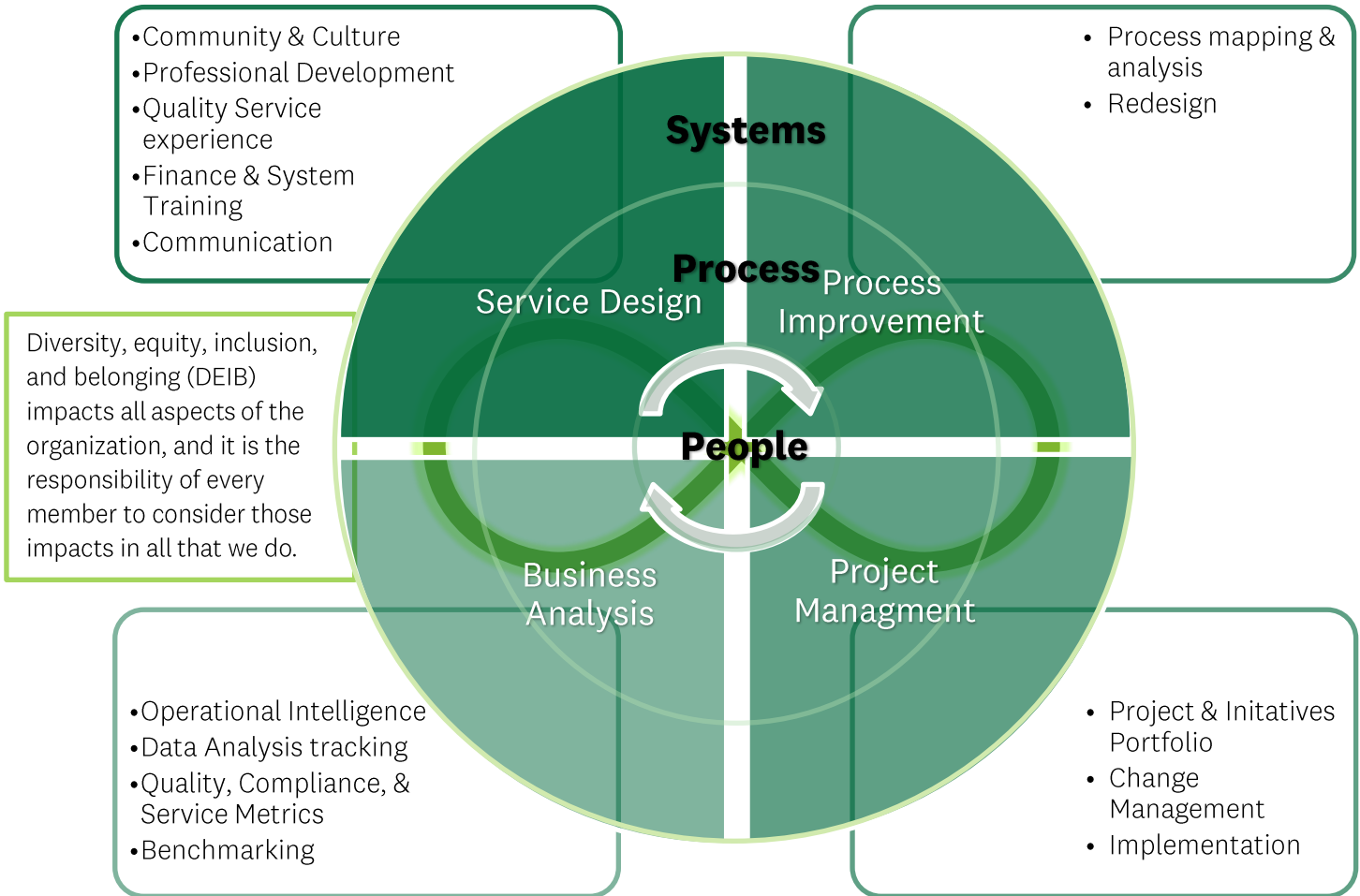
### Recruitment & Retention

- **Recruitment:** Finance collaborates with HR to ensure position descriptions, advertising, and compensation renders a diverse and qualified applicant pool. Collaborations with colleagues throughout the community allow for a search committee with varied backgrounds and experiences.
- **Onboarding:** Integrating new hires into our community is crucial for fostering engagement, commitment, and understanding of our community, culture, and values. Finance's onboarding process is multi-dimensional, ensuring that new staff have access to resources, systems, and people with whom they will interact in their role.
- **Exit Interviews:** When staff members leave Finance, a Finance leader conducts an exit interview to understand their reasons for leaving, evaluate their overall employee experience, and identify opportunities to enhance retention and engagement.

## Building on our Strengths

The objective of this initiative is to foster support and empowerment for our staff within Finance and across the institution. We aim to achieve this through individual growth, professional development, and self-awareness, which will strengthen our emotional intelligence and organizational effectiveness. By leveraging our cultural strengths, we can deepen our understanding and better integrate our core principles. These collective endeavors will facilitate our ongoing progress of purposefully integrating a mindfulness toward diversity, equity, inclusion, and belonging.

## Finance Organizational Effectiveness



## Key Strengths:

In Finance, our people are our strength. By reinforcing and further integrating our core principles, and committing to continuous development of our people, processes, and systems, we aim to achieve the following outcomes:

- Enhanced customer satisfaction levels.
- More empowered and engaged staff.
- Improved retention rates of top talent and increased opportunities to recruit a more diverse staff.
- Reduced inefficiencies resulting from disengaged staff and defective processes, services, and systems.

## Benefits to the Organization:



## Finance DEIB Action Plan Goals

Organization Goals	DEIB Long-Term Goals	DEIB 2023 Goals
<ol style="list-style-type: none"> <li>Continuous improvement of systems, processes, and customer service.</li> <li>Develop our workforce to support evolving needs and requirements.</li> <li>Reinforce and strengthen our commitment to Diversity, Equity, and Inclusion.</li> <li>Enable planning and decision making through excellence in reporting and analytics.</li> <li>Encourage collaboration and support across Dartmouth.</li> <li>Ensure appropriate compliance.</li> <li>Identify and model best practice for campus.</li> </ol>	<ol style="list-style-type: none"> <li>Improve staff engagement and satisfaction through inclusion and empowerment efforts.</li> <li>Improve community satisfaction and engagement through inclusion and staff understanding and service.</li> <li>Attract and retain diverse workforce for improved operational efficiency, and effective decision making and service.</li> <li>Individual and team performance linked to organizational goals.</li> </ol>	<ol style="list-style-type: none"> <li>Develop Finance DEIB goals consistent with Dartmouth's DEIB strategic plan.</li> <li>Offer opportunities for continued learning and engagement with diversity, equity, inclusion, and belonging initiatives, developing awareness and understanding of diversity, racial and social justice, and inclusiveness.</li> <li>Expand and reinforce our commitment to increasing the diversity of our community and networks by ensuring inclusive policies, practices, attitudes, and actions (e.g., supplier diversity, using DEIB as a factor in vendor evaluations for Finance-procured services).</li> </ol>

## Action Steps

	What?	When?	Who?
Activity 1	Form DEIB Steering Committee	Bi-weekly to Monthly	Hector Rivera, Demetra Chase, Cleston Murray, Cameron Stevens, Lisa Wallace
Activity 2	Draft DEIB Action Plan & Present to WF+	End of April	DEIB Steering Committee
Activity 3	Status update & debrief with CFO	Quarterly	DEIB Steering Committee
Activity 4	Status update & debrief with EVP	Biannually	DEIB Steering Committee
Activity 5	DEIB Action Plan Business Unit Overview and Discussions & Finance Engagement/Culture Conversations	April - June	DEIB Steering Committee
Activity 6	Finance Engagement/Culture Conversation Outcomes presented to Finance (informing FY24 Goals)	Fall	DEIB Steering Committee
Activity 7	DEIB Discussions and Professional Development	Continued	F&A Professional Development Committee
Activity 8	Supplier Diversity Program	Winter	Ryan Scelza
Activity 9	Procure-to-Pay Guide	Winter	Tammy Moffatt
Activity 10	DEI Tracking Project	Winter	Ryan Kelly/Gwen Gensler
Activity 11	Finance Business Partners Evaluation	Winter	Finance
Activity 12	Expand Communication and Outreach	Fall	DEIB (Communication)

## Measurement & Analysis

### Internal Analysis

- Culture Survey (staff, supervisor, organization)
- Engagement/Satisfaction/Awareness
- Applicant vs. hiring (hiring committee demographics)
- Retention by supervisor (turnover, demographics, promotion, wage)
- Leadership/Staff (professional development training count/effort/cost)

### External Analysis

- Finance/Finance Center Satisfaction Survey
  - Demographic
  - Customer Service
  - Change Management
  - Communications/Engagement
  - Training
  - Dept Specific guidance

## Measuring The Impact

Defining Measurements of Success		Quantitative Measures	Qualitative Measures
DEIB Action Plan	Review and Finalize Plan		Implementation of Plan
	Present to Weekly Financials+ (Finance VP's & Directors)		Presented with discussion, take aways, adjustments, and finalize
	Quarterly & Biannual Update with CFO & EVP, respectively		Present status updates of action plan
	Present and post to Finance division		Presented to Finance division, feedback, takeaways, and posted
Analysis & Metrics	Finance Engagement Survey & Culture Conversations	Capture demographic data, compare satisfaction & engagement metrics for improvement opportunities	Feedback and action items
	Finance Service Satisfaction Survey	Capture service satisfaction & engagement of community	Obtain feedback on improvement opportunities & training needs
	Core Values to Performance Mgmt. (Leadership/Employee)	Leadership Performance: informed by staff/community surveys	Employees/Teams measured on living the core values
Expanding Community Engagement	DEIB Discussions & Professional Development	Participation, increased satisfaction & engagement	Improved leadership/employee/team engagement & participation metrics
	Communication & Outreach	Increased employee satisfaction & engagement	Improved leadership/employee/team satisfaction & engagement metrics Improved customer service, empowerment, compliance, and efficiency
	Finance Engagement/Culture Conversation Outcomes		Finding will be presented to the Finance Division in the Fall and will be utilize to inform our 2024 Action Plan

## Terminology and Definitions

### Institutional Key Terms from IDE Toward Equity

**Diversity:** includes attributes such as race, gender identity, age, ethnicity, ability, national origin, religion, sexual orientation, and socio-economic status, among other aspects of identity. The composite of the various backgrounds present in the Dartmouth community makes the campus diverse. Diversity coupled with equity, inclusion, and belonging allows for optimal creativity, innovation, and academic excellence.

**Equity:** is successfully creating structures and systems that disrupt existing and potential barriers to individual success and ensuring that we treat all persons fairly. Our progress toward equity, diversity, inclusion, and belonging addresses the historical legacies of exclusion, promotes social justice, and equips every member of our community to thrive.

**Inclusion:** is an active, intentional, and ongoing individual and organizational effort in which we treat people from different backgrounds or identities equitably, welcome them into our social and cultural circles, and include them in decision-making. The result of effective inclusion efforts is belonging.

**Belonging:** refers to a personal sense of feeling seen and valued for being our authentic selves. We experience and reinforce belonging through cultural messaging that each member of the community purposefully creates.

### Finance DEIB Action Plan and Core Values Key Terms:

**Agility:** is the ability to move quickly and easily; think and understand quickly; nimbleness.

**Culture:** is the unspoken social order of an organization characterized by shared assumptions, beliefs, values, and expectations.

**Continuous Improvement:** is a constant, ongoing effort to improve (people, processes, services, systems).

**Emotional Intelligence:** is the ability to understand and manage one's own emotions (self-awareness, self-management) and understand the emotions of others (social-awareness, relationship-management).

**Organizational Effectiveness:** is an organization's self-awareness of, and the degree to which it can achieve, its goals.

**Transparency:** is the act of both good and bad information being shared upward, downward, and laterally in a way that allows all to see the why behind the words. The benefits of transparent communication are increased collaboration, enhanced trust, and increased innovation.

## Finance DEIB Initiatives

### Supplier Diversity Program

The Supplier Diversity Program, in collaboration with Institutional Diversity and Equity, this program will proactively seek to educate and promote the participation and use of diverse suppliers. Leveraging existing data, this program will realign diverse supplier data to industry standards, enhance diverse classification data capture, systems, and reporting to improve metrics and monitor progress. Additionally, this program will work to reduce barrier to engaging with diverse suppliers and incentivize the use of diverse suppliers in purchasing activities.

### Procure-to-Pay Guide

The Procure-to-Pay Guide will support the efforts of the Supplier Diversity Program, by enhancing the identification and promotion of diverse suppliers. Additionally, the Procure-to-Pay Guide will enhance accessibility, presentation and clarify the process for sourcing, purchasing, and paying vendors.

### DEI Tracking Project

The DEI Tracking Project, in collaboration with Institutional Diversity and Equity, Finance & Administration, Fiscal Officers, and Divisional leaders will develop mechanisms to track and assess current expenditures related to diversity, equity, and inclusion initiatives and the College's annual funding commitments related to DEI. By assessing the current level of financial and human resources dedicated to this work, Dartmouth can make the best determination for how to allocate existing operational funds and identify gaps where fundraising can support new DEI initiatives. *(from Toward Equity Strategic Plan: Assessment and Aligning of Resources, page 8)*

### Finance Business Partners Evaluation

This initiative will evaluate the diversity characteristics of business partners and other service providers and seek out opportunities to improve DEI in whom we work with and spend institutional resources.