

F&A Divisional Overview:

Launched in May 2016, The Dartmouth Action Plan for Inclusive Excellence highlights the need to create a community at Dartmouth in which difference is valued, where each individual's identity and contributions are treated with respect, and where differences lead to a strengthened identity for all.

The F&A Division is committed to our role to create a more inclusive and diverse Dartmouth. We have developed a set of actions for 2017-2018 to strengthen these four areas:

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

The purpose of this plan is to promote accountability and transparency by clarifying the intentions and expected results of the F&A Division. We intend for this plan to complement other divisional goals. It is not our intention to override any other divisional expectations or objectives.

Work Process and Communication

- Departments within the F&A Division explore flexible hours for its employees when possible.
- Ensure that divisional meetings and communications allow for participation by both on-site and off-site employees. This would include providing for video or teleconferencing for all meetings.
- Foster an environment of respect and understanding through encouraging an open door culture where managers and co-workers alike are approachable.
- Provide opportunity for staff to voice opinions on best practices and processes to enhance inclusiveness and diversity.
- When incorporating new technologies and practices, allow for time of discovery, being aware of generational, cultural and learning differences.
- Work with Procure-to-Pay when hiring vendors to investigate the possible use of minority suppliers.

Professional Development

- Participation is expected of each F&A Divisional employee in at least one campus activity annually such as Martin Luther King Jr celebrations, Veterans Day memorials, etc.
- Encourage participation in cultural programs offered through the college.
- Encourage sharing with teams what others have learned about diversity and inclusivity. Be open and communicate with co-workers in areas of inclusion and diversity.
- Encourage employees to take training, offered by Dartmouth, that is related to inclusion and diversity such as Implicit Bias Training, Diversity Inclusion, etc.
- Departments within the F&A Division are expected to participate in the yearly picnic which provides time for staff to interact with colleagues in an informal setting.
- Managers are encouraged to attend management training, such as DartSmart, that will provide them with the necessary skills required to work with a diverse staff and teach them how to facilitate an inclusive working environment.

Client Service/Outreach

- Encourage each F&A Divisional employee to volunteer their time to various organizations identified under the Dartmouth College Volunteer Time Off Program.
- Encourage participation in move-in day for students, convocation, commencement, student house community sponsor, international students support.
- Inclusive language is expected when communicating with both internal and external stakeholders. This includes periodically reviewing and discussing opportunities to create a more inclusive working relationship with others across campus.
- Each department within the division is able to provide information for employee assistance to those undergoing life challenges; such as how to access staff loans, contacting the Employee Assistance Program and Working Bridges.
- Each department manager/supervisor is responsible for identifying resources, available at Dartmouth College, so employees can bring their best selves to work.

Recruitment/Retention:

It is the intention of the F&A Division to partner with Dartmouth's Human Resource department in the following manner:

- Insure that diversity-related protocols are followed for all job searches.
- Enhance our advertisement and recruitment processes, with the assistance of HR, in hiring a highly qualified diverse staff.
- Incorporate an environment which fosters a comprehensive retention philosophy for diverse staff members.
- Training through DartSmart for all managers.
- Utilize "Experience Dartmouth" through IDE office.
- "New Hire Buddies" reach out to new staff on a quarterly basis.
- Design and execute successful OnBoarding processes, Stay and Exit interviews. Request feedback at 30, 60 and 90 days utilizing Qualtrics.

Future Goals for the F&A Division

- Designate a Diversity and Inclusion Ambassador within various departments of the division.
- Provide Title IX training for staff that has not participated in training upon hiring.
- Create newsletter within the division which could highlight professional development and training opportunities along with new hires, project updates and commendations.
- Create mini-orientations for new employees within each department of the F&A Division. This would help ensure that the "first point of contact" experience is positive, professional and pleasing. Manager will designate a new hire buddy.
- Incorporate ways for informal communication practices to get to know your teams.
- Provide yearly update of all services available to Dartmouth employees.

Accountability

- Ambassadors to meet quarterly to discuss the success of divisional goals and report to senior management