

Division of Administration and Finance – Diversity, Equity and Inclusion Plan

The Division of Administration and Finance developed the following plan in support of the *Titans Together* initiative.

Updated September 25, 2020

Initial Planning Phase – Spring 2020

Phase I included an assessment and building knowledge and awareness of not only the *Titans Together* initiative but also prevailing issues related to cultural practices and a better understanding of prevailing and current issues, at the national and local levels, across the Division of Administration and Finance. Through prior strategic plans, the division implemented hiring procedures to ensure diversity in the applicant pool, the search committee, and ultimately diversify staffing. While these efforts will continue, the division will also emphasize education and practicum with the goal of raising awareness and knowledge and ultimately instilling cultural changes that would elevate the sense of diversity, equity and inclusion.

On February 14, 2020, the Administration and Finance Senior Administrative Team (AFSAT) members and their direct reports, came together to serve as the A&F DEI Working Group. The group attended a workshop facilitated by AVP Bobbie Porter to begin the assessment process using HRDI's Assessing Diversity and Inclusion Capacity Activity instrument that is based on the Multicultural Organization Development (MCOD) model. The MCOD model provides a framework of six stages which identifies indicators of inclusion, equity, and diversity to guide goals for change and implement appropriate interventions to progress through each stage of development. On February 20, 2020, the A&F DEI Working group completed the assessment to establish the baseline for the division in terms of our proficiency related to DEI and divisional climate.

Assessment Results and Findings

The A&F DEI Working Group ultimately determined that the Division is at *Stage 1 – The Exclusionary Organization*, which was not surprising as past efforts were more focused on diversifying our staffing ranks. This said, there is a misalignment between the description of Stage 1 and the specific rubric for this stage. For example, Stage 1 is described as an exclusionary organization that openly maintains the dominant group's power and privilege, deliberately restricts membership, and creates unsafe and dangerous environment for subordinated group members; these are not accurate depiction of the division. Nevertheless, the A&F DEI Working Group agreed to continue using this instrument because we felt the specific actions outlined for each stage are helpful to have as we continue to develop our understanding, proficiency, and culture of inclusiveness.

With the baseline assessment completed, the following activities will be implemented as part of the rollout plan:

- Conducting workshops among all members of the division. *Titans Together* was discussed at the February 18, 2020, quarterly meeting of the MPPs. Future series of workshops, such as the Ally presentations, not only for the management team but also at the departmental level.
- Establish an A&F DEI website which contains divisional statistics (gender, ethnicity, etc), progress towards moving to Stage 2 and beyond, activities, and other resources.

- Name DEI ambassadors within the division to continue to advocate for and increase awareness on the Titans Together initiative and division DEI plan.
- Develop strategies for the seven remaining strategic actions as outlined in the HRDI's Assessing Diversity and Inclusion Capacity Activity instrument. Based on the assessment, the division has completed 11 of 18 strategic actions to reach Stage 2.

Division Goal: Stage 6 (The Multicultural Organization)

The division is committed to further developing the DEI plan and implementing the necessary strategies to foster change and progress to the next stages of the MCO model. While there are no known organizations that have achieved Stage 6, the multicultural organization, the division will continue to work towards the vision of becoming an inclusive, diverse, and equitable organization. Stage 6 envisions the following elements for an organization:

- Mission, values, operations, and services reflect the contributions and interests of the wide diversity of cultural and social identity groups
- Leaders and members act on the organizational commitment to eradicate all forms of oppression within the organization
- Members across all identity groups are full participants in decision-making
- Actively works in larger communities (regional, national, global) to eliminate all forms of oppression and to create multicultural organizations

Implementation Phase I: Summer 2020

The Division will partner with the Office of Diversity, Inclusion and Equity Programs (DIEP) and will build off their programming to ensure the division is moving forward in a strategic way that will complement campus efforts. The launch at a division level will include the following aspects:

- **DEI Working Group:** The division established a DEI Working Group, which includes the division's senior leadership team and a direct report. The group is responsible for overseeing the planning, monitoring and evaluating of diversity initiatives and programs. The group will also focus on what is currently missing in the division and develop the activities. Members participated in a series of meetings to complete a visioning exercise to collaboratively discuss how the division's culture and climate will look like and feel like.
- **DEI Goal:** For the 2019/20 annual evaluation cycle, a DEI goal was included in all evaluations to ensure division employees are aware of the importance to participate in campus and division diversity education and training opportunities.
- **Leadership Team Training:** During the summer quarterly division leadership team meeting, more than 50 managers will participate in an *Emotional Intelligence in Cross Cultural Interactions* workshop, facilitated by DIEP.

Implementation Phase II: Fall 2020 – Spring 2021

A&F DEI Website: The division will establish a website to contain divisional statistics, the division's progress towards moving to Stage 2 and beyond, activities, and other resources.

Communication: The division will send out a communication from Vice President Kim describing how the division's leadership has developed a framework to support and contribute to the *Titans Together* initiative. The division will seek the help of employees across the division to further develop and implement customized strategies within departments.

Visual Plan/Infographic: The division will create a diversity action plan with a visual infographic to be shared throughout the division and posted within department workspaces.

Racial, Equity, and Inclusion Module: The division will launch the *Racial, Equity, and Inclusion* module, which will be required for all employees so that they understand the importance and expectations for everyone. The module will be distributed in multiple sessions due to the number of employees, different employee types, and varying work schedules.

DEI Task Forces

- Establish a task force with representatives from across the division that will be empowered to handle one aspect of the plan that is attainable.
- The opportunity to serve on a task force will be open to the entire division, with a maximum of 15 individuals per task force.

Unit Level Work

- Departments will conduct an equity review of each policy and look for ways to incorporate diversity measures.
- Identify opportunities to work with campus partners to ensure departments are supporting a campus of inclusion.
- Ensure division programs help create a sense of belonging and a sense of inclusion

Individual Work

- **Management:** The division will coordinate with DIEP to hold regular training sessions to go through their established workshop sessions. The focus of the training will be increasing the capacity of leadership to allow them to take it out on their own. This will ensure leaders are modeling the behavior and are participating in the effort.
- **Staff:** As the division makes progress through the stages, the goal is to encourage individual work. The best way to encourage is for the A&F leadership team to model the behavior.