

Division of Administration and Finance DEI Strategic Actions Plan: Stage 1 to Stage 2

Updated 9/25/2020

Administration and Finance Vision

In addition to paving the road to student success, the division of Administration and Finance is also committed to and accountable for advancing diversity, equity, and inclusion through continual assessment and improvement of policies and practices. We further commit to continuously develop an inclusive environment where employees among all identity groups feel valued and have a voice as participants in decision-making processes. Our commitment to ensuring student success is parallel to creating an inclusive organization for all.

Administration and Finance DEI Goals

- Raise awareness and knowledge of the importance of diversity, equity practices, and inclusive actions.
- Instill cultural changes that would elevate the sense of diversity, equity, and inclusion among our staff, customers, and campus community.

DEI Strategic Actions

Based on the assessment conducted using the Multicultural organization development (MCO) model, it was determined the Division of Administration and Finance is currently at Stage 1 of the six-stage framework. The following represents the seven remaining strategic actions the division will complete to progress from Stage 1 to Stage 2.

STRATEGIC ACTION: Engage in coalition building ~ develop relationships with other change agents across identity groups

Practice 1 - Specific actions or resources that will be used:

The division will host an open house to market its various units and the services we offer the campus community. Major units will host a table to interact with attendees and provide them with information. The focus of the event will be for the table hosts to engage with other groups and identify issues, needs and opportunities to join efforts on. Activities to encourage attendance and participation can include having individuals collect stamps for visiting tables for opportunity drawings.

Measure and review both short- and long-term progress: Measurements will include the number of campus attendees and follow up conversations and meetings department units will host with customers. These interactions will not only improve the division's customer service ratings in the annual survey, it will also foster working relationships with campus partners.

Practice 2 - Specific actions or resources that will be used:

The division will reach out to the Diversity Initiatives & Resource Center (DIRC) to connect with campus resource centers and affiliated student organizations: AARC, APARC, LCRC, LGBTQRC, TDRC, VRC, and ASI. Division departments can provide them with an overview of services and find out how we can better support their operations, activities and campus events. Engagement with these groups will also provide opportunities for them to collaborate on and join efforts for a common issue.

Measure and review both short- and long-term progress: The division will track the number of meetings and collaborations with each of these groups, including how many training and workshops are held. In the long-term, working relationships will have been established between division units and these resource centers and student organizations. Additionally, a Diversity, Equity and Inclusion section of questions will be added to the Administration & Finance Annual Customer Satisfaction Survey. Some questions will be specific to the events and outreach that took place during the year.

STRATEGIC ACTION: *Build a shared understanding of the current exclusionary practices and oppressive behaviors*

Practice 1 - Specific actions or resources that will be used:

The division will host discussion groups to provide employees with a comfortable space to identify any current exclusionary practices and oppressive behaviors that are occurring. Sessions will be held within department units as well as in division-wide events to gather diverse employees from across the division to convene in groups to share their perspectives. A list of discussion topics, questions and prompts will be provided to session facilitators to help guide conversations and identify employees' thoughts on the division's culture and climate, and employees sense of belonging in the division. Feedback will also be gathered online, through confidential surveys, to provide employees with an alternative option to share their input. Will collaborate with HRDI or a third party to provide assistance on the formatting and facilitating of sessions.

Measure and review both short- and long-term progress: These discussions will allow managers and employees to gain a better understanding of how their actions or inactions have impacted their colleagues. The division can track the number of sessions and the number of employees that participated in the sessions or provided feedback online. Themes from these important dialogues will help shape the work of the working group and assigned task forces. The division will measure the effectiveness of these efforts with follow up sessions and focus groups to determine if adjustments are needed.

STRATEGIC ACTION: *Increase visibility of leaders reinforcing their commitment to create a safe, inclusive organizational environment*

Practice 1 - Specific actions or resources that will be used:

The division will review and evaluate the makeup of all existing divisional committees, teams and ongoing meetings. We will evaluate the diversity of these groups by evaluating the positions and experiences of the members and find opportunity for employees to join and participate in these groups, as appropriate.

Measure and review both short- and long-term progress: Measurements will include the number of divisional committees and meetings that are altered to include employees in other division positions. These positions include those that are not already included in various committees or meetings. The addition of additional employees in groups will contribute towards our mission of supporting an inclusive environment where employees among all identity groups feel valued and have a voice as full participants in the decision-making process.

Practice 2 - Specific actions or resources that will be used:

As division leadership participates in diversity education workshop sessions, it will reinforce the importance of modeling the desired outcome and encourage others to participate in the efforts. Managers will be committed to engaging with employees, not only within their department but with employees in other operational areas. These relaxed and informal setting will provide the opportunity for the division's leadership to directly interact with staff and learn more about the employees that make up the division.

Measure and review both short- and long-term progress: In the beginning, these efforts will be scheduled until it becomes a common practice for management. The division will track the number of interactions and leaders will be asked to reflect on their informal engagements bi-monthly by providing an informal summary update to their department administrator. Regular reflection and updates will allow leaders to see patterns, and identify the diversity, equity and inclusion culture. These informal gatherings will serve as an opportunity to gain feedback on division efforts to creating an inclusive work environment.

Practice 3 - Specific actions or resources that will be used:

Create opportunities for collaboration throughout the division by holding a division townhall session at the annual division meeting, division Q&A sessions with the senior leadership, or host a series of smaller open forum sessions for everyone to participate. This will ensure conversations are happening at all levels and groups will consist of members from various operational units.

Measure and review both short- and long-term progress: The division will track the number of events held, document the input received and the work that has been suggested. There will be regular announcements of opportunities for employees to serve on a task force to oversee the development and implementation of initiatives.

STRATEGIC ACTION: *Identify and communicate clear expectations and boundaries for appropriate behavior and clear responses for inappropriate behavior* (Jackson & Hardiman)*

Practice 1 - Specific actions or resources that will be used:

Expand the Division of Administration & Finance Commitments to include a commitment to Diversity; define the shared responsibility of all employees to create and support an environment in which diversity is respected and employees treat each other with dignity and care. In addition to division discussions, the A&F DEI Working Group will gather content from existing executive orders and establish codes of conduct to serve as a resource for the development. The development of the commitment will be a

collaborative process that will seek the input from all division units and the consultation of HRDI prior to implementation.

Measure and review both short- and long-term progress: The initial phase will be to gather content from existing policies and feedback from division discussions. This information will provide a framework of what content needs to be included as well as defining examples expected behavior. The document will be communicated to the division, posted in work rooms, and the division website. Management will facilitate discussion of the commitment to Diversity and expectations with employees and regularly reinforce its importance. Diversity expectations and goals will be included in all performance evaluations. Inappropriate behavior will be addressed immediately in consultation with HRDI, following established protocols.

STRATEGIC ACTION: *Create structures to ensure all organizational members understand the rules for expected behavior in the organization and the consequences of exclusionary actions, negligence, and workplace harassment.*

Practice 1 - Specific actions or resources that will be used:

Expand the Division's Rules of Engagement to include support for systemwide executive orders and campus policies and practices the support creating a community that values diversity, equity, and inclusion. Collaborate with HRDI to hold campus training and activities for managers and staff to learn how to prevent exclusionary behavior and promote diverse and inclusive practices. This will give managers and staff the skillset to navigate common scenarios and complaints in the workplace.

Measure and review both short- and long-term progress: These actions will build and reinforce the mandatory trainings managers and staff participate in so that they have a better understanding and comfort level in policies, guidelines, procedures, and expectations. The division will track these training sessions and activities.

STRATEGIC ACTION: *Continually monitor and report on efforts and outcomes to create greater safety for all groups in the organization.*

Practice 1 - Specific actions or resources that will be used:

The division will create a website to showcase the division's Diversity, Equity, and Inclusion (DEI) plan, divisional statistics (gender, ethnicity, etc), resource for employees, and a summary of the division's efforts and activities. The Vice president will send out communication to the division highlighting the current efforts underway, upcoming plans, and share opportunities for division employees to participate in activities and working groups. Department managers will also be overseeing DEI efforts in their organizational unit and will communicate how those efforts are supporting and enhancing the division's DEI plan.

Measure and review both short- and long-term progress: Initial efforts will be geared towards finalizing the first phase the division's DEI plan and gathering information and content for the website. The division will also develop mechanisms to track progress of DEI initiative efforts, and participation levels in campus and division trainings and activities. With regular communication and collaboration with division employees on DEI

initiatives, it will reinforce the division's commitment in supporting a diverse and inclusive campus environment.

STRATEGIC ACTION: *Build internal networks across the institution: Human Resources, Legal advisers, EEO/AA, Ombuds, union leaders, Board members, employee resource groups, etc.*

Practice 1 - Specific actions or resources that will be used:

The division will network with campus partners including HRDI, Academic Affairs, Student Affairs, and Information Technology, in order to allow managers and staff to establish a network and expand resources. Divisional outreach efforts will include requesting campus partners to present an overview of their functions, their diversity, equity, and inclusion efforts, other functional areas where additional staff guidance/training may be needed, as well as discussing opportunities for collaboration. Additional efforts will include creating a centralized list of CSU/campus resources and recommended diversity, equity, and inclusion training for employees to easily access.

Measure and review both short- and long-term progress: Division leadership will obtain input from all employees on the types of resources, information, or training they would find useful. Based on this feedback, division leadership will begin establishing connections with campus partners, developing a list of contacts, and scheduling opportunities to host presentations and trainings. Divisional leadership will also schedule opportunities for other divisions to present their diversity, equity, and inclusion efforts at the MPP leadership meeting in order to develop an understanding of these efforts and identify opportunities for the division to collaborate or participate. After initial contacts are established, employees can begin developing working relationship with campus partners and management can develop a listing of helpful resources and trainings for employees to readily access.