



Division of Finance and Administration

DIVISION OF FINANCE & ADMINISTRATION Inclusive Excellence Action Plan 2022-2027 As of 6/17/24

The Division of Finance & Administration (DFA) is one of the largest and most diverse units on campus with over 500 staff who hail from across the globe and speak 25 languages. Our work varies greatly across units, from frontline staff who keep our campus looking great and running smoothly to finance professionals who may balance budgets and pay bills fully remotely – and everything in between! our units in Appendix A.

DFA is strongly committed to diversity, inclusion, and the university's shared values of openness, justice, respect, integrity, innovation, and responsibility. We endeavor to provide a culture and environment that is accessible, inclusive, and supportive of people of varied backgrounds interacting effectively in a climate of mutual respect.

DFA has taken a three-phase approach to developing a robust Inclusive Excellence Action Plan (IEAP).

Phase 1 - FY22: DFA completed a comprehensive review of its policies and procedures, identified areas for improvement, and developed a strategic plan. Phase 2 - FY23: DFA implemented a series of initiatives to increase diversity and inclusion, including recruitment efforts, training, and mentorship programs. Phase 3 - FY24: DFA will continue to refine and expand its initiatives, focusing on long-term sustainability and impact.

overarching goals: C) and developed eight

- Increase the diversity & overall rates of successful recruitments through effective, deliberate efforts
- Establish a communication plan to ensure timely,

Phase 2 - FY24

The next IE Committee ran a robust stakeholder engagement and data-gathering process with surveys and focus groups (Appendix D). DFA staff shared their priorities and ideas for accomplishing the eight



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goals. The IE Committee revised the goals and created a 27-point Action Plan based on this input that includes a [Committee Charter](#) to provide a means to achieve our goals.

Phase 3 - FY25

An IE Steering Committee and three Action Committees will be created using the charter developed in Phase 2. They will begin implementation of the Action Plan in July 2024.

The following outlines our 8 goals and the corresponding actions under each of the four themes. Action Committees (AC) will review and prioritize their assigned work and identify measures, resources and timelines for each item. AC chairs will report to the DFA Steering Committee regularly.

Accountability and Success (Steering Committee)

- 1. Establish a culturally competent, inclusive, and accountable environment within DFA
 - 1.1. DFA Leadership is accountable for attaining the division’s IE goals
 - 1.2. Engage all levels of staff in attaining the division’s IE goals
 - 1.3. Increase participation in Campus Climate Surveys and other campus-wide data collection efforts

Recruitment & Retention

- 2. Improve and maintain _____ that support diversity and inclusion within the DFA
 - 2.1. Streamline and reduce the time involved in hiring processes, especially for frontline workers
 - 2.2. Require all supervisors and hiring managers to follow EEO recruitment guidelines and to complete annual recruitment diversity training
 - 2.3. Formalize recruitment tracking processes to identify and address patterns and opportunities for improvement
- 3. Build and maintain _____ that support diversity and inclusion within the DFA
 - 3.1. Develop and budget for meaningful staff recognition programs
 - 3.2. Work with HR to conduct regular market pay/wage reviews (1-3 years)
 - 3.3. Establish a DFA employee referral bonus program for UE positions
 - 3.4. Formalize DFA orientation and onboarding processes
- 4. Establish a divisionwide _____ to ensure timely and consistent messaging across and within DFA units
 - 4.1. Create communications expectations to ensure staff are aware of updates, opportunities & benefits
 - 4.2. Provide communications through diverse modalities that work best for all populations
 - 4.3. Develop a schedule and multiple formats for regular DFA and/or department-level Town Hall/updates
 - 4.4. Hold regular “Coffee Hours” to facilitate more informal cross-department connections



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Professional Development

5. Provide a supportive culture of, and access to, continued opportunities for DFA employees
 - 5.1. Increase DFA participation in professional development, and DEI opportunities
 - 5.2. Redesign ESOL class offerings to better meet our employees' needs
 - 5.3. Create DFA-specific professional development opportunities that match career path development levels
 - 5.4. Improve DFA communications about PD opportunities through UVM and beyond

Accessibility

6. Work with campus & community partners to improve the level of support within the DFA for



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VPFA (Chair) and Senior Leader Team (VPFA direct reports)		

Chair and 3-5 additional members,
who may include:



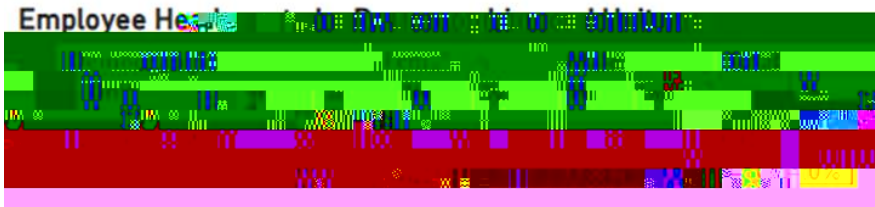
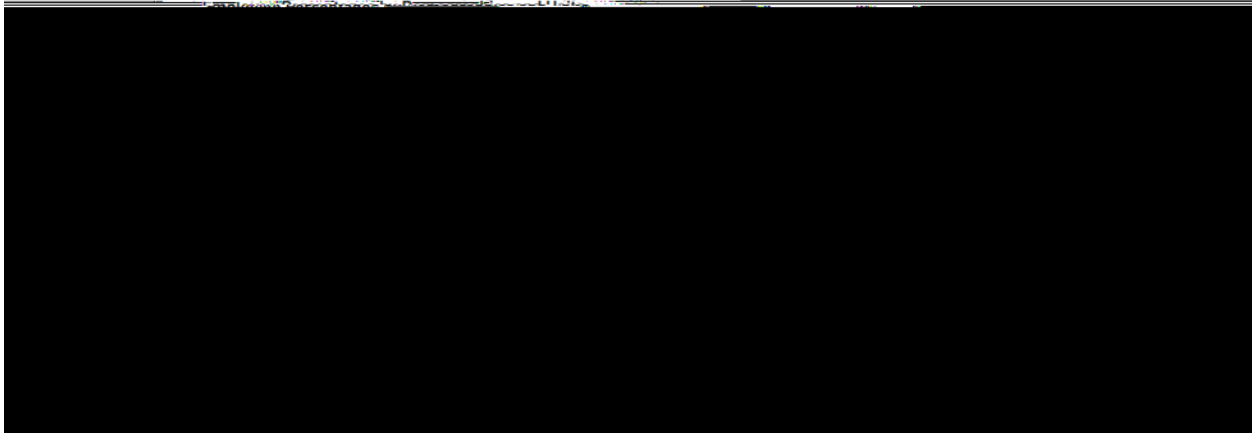
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Action Committee Members – two-year term (July 1 – June 30)

- Meet, on average, monthly for a 60–90-minute session.
- Perform work related to active goals.
- Uphold the beliefs of the committee in a professional and appropriate manner.



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Demographics	Fall 2020	Fall 2021	Fall 2022	Fall 2023	Term
Asian	15.0%	16.6%	16.9%	16.9%	16.9%
Hispanic	11.2%	11.0%	11.0%	11.0%	11.0%
White	45.5%	44.0%	43.0%	43.0%	43.0%
Black	17.2%	17.0%	17.0%	17.0%	17.0%
Other	1.1%	1.4%	1.1%	1.1%	1.1%



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B. Inclusive Excellence Committee Members

Richard Cate, sponsor	Vice President (VPFA)	Finance & Administration	X	X
Cindy Lee*	Sr Assistant to VPFA	Office of the VPFA	X	X
Rebecca Myer*	HR Administrator	Finance & Facilities Administration	X	X
Caylin McCamp*	Sustainability Project Manager	Office of Sustainability	X	X
Kory Anderson	Customer Services Supervisor	FM/Transportation & Parking Services		X
Brendan Andrews	Assistant Director	UFS/UVM Bookstore		X
Eric Berliner	Director	FM/Physical Plant Department	X	X
Jenny Brittenham- Jones	Treasury Management Professional	UFS/Treasury Services	X	
Kate Coffey	Architect	FM/Planning, Design & Construction	X	
Brit Chase	Budget Analyst	Financial Analysis & Budgeting	X	
Stacy Chia	VPFA Executive Assistant	Finance & Administration		q291 46

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