



DIVISION OF FINANCE & ADMINISTRATION Inclusive Excellence Action Plan 2022-2027

Introduction

Background

The Division of Finance & Administration (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.

Inclusive Excellence Committee

In the fall of 2022, DFA Inclusive Excellence Committee was established and charged with beginning the development our 2022-2027 DFA Inclusive Action Plan.

IE Committee member	Title	Department/Unit
Richard Cate, sponsor	Vice President (VPFA)	Finance & Administration
Cindy Lee, co-chair, UDC member	Sr Assistant to VPFA	Office of the VPFA
Rebecca Myer, co-chair, UDC member	HR Administrator	Finance & Facilities Administration
Eric Berliner	Associate Director	FM/Physical Plant Department
Jenny Brittenham-Jones	Treasury Management Professional	UFS/Treasury Services
Kate Coffey	Architect	FM/Planning, Design & Construction
Brit Chase	Administrative Analyst	Financial Analysis & Budgeting
Claire Forbes	Associate Planner	FM/Planning, Design & Construction
JP Marton	Custodial Maintenance Specialist	FM/Custodial Services
Caylin McCamp	Sustainability Project Manager	FM/Office of Sustainability
Issouf Ouattara	Custodial Services Supervisor	FM/Custodial Services
Domebera Somda	Custodial Services Supervisor	FM/Custodial Services

FM = Facilities Management

UDC = University Diversity Council

UFS = University Financial Services



Leadership and Units within the DFA

The DFA consists of the following departments:

- Administrative Business Service Center (ABSC), Brian Melman, Director
- Facilities Management (FM), Luce Hillman, Executive Director
 - Custodial Services
 - Physical Plant Department
 - Planning, Design & Construction
 - Sustainability Office
 - Transportation & Parking Services
- Finance & Facilities Administration (FFA), Jennifer Greaves, Director
- Financial Analysis & Budgeting (FAB), Shari Bergquist, University Budget Director
- University Financial Services (UFS), Claire Burlingham, University Controller
 - Disbursement Center
 - Financial & Cost Accounting
 - Non-credit Registration
 - Payroll & Tax Services
 - Print and Mail Center
 - Purchasing Services
 - Treasury Services
 - University Event Services
 - UVM Bookstore

Demographic Headcount and [February 2022 Campus Climate Survey Data](#)

At the time of the Campus Climate Survey (CCS), there were 518 employees within the Division of Finance & Administration. This included 29 Human Resource Services staff who now report to a different division.

Unit Type	Staff	Total
<input checked="" type="checkbox"/> Administrative Unit	518	518
<input checked="" type="checkbox"/> Finance and Administration	518	518
Admin Business Service Ctr	13	13
Controllers Office	2	2
Custodial Services	199	199
Disbursement Center	15	15
Facilities Management	3	3
Fin Rptng & Acct Svcs	8	8
Finance and Facilities Admin	4	4
Financial Analysis & Budgeting	4	4
Human Resource Services	29	29
Non Credit Registration Office	3	3
Office of Sustainability	6	6
Payroll and Tax Services	9	9
Physical Plant Dept	117	117
Planning Design & Construction	14	14
Print & Mail Center	13	13
Purchasing	6	6
Transportation & Parking Admn	25	25
Treasury Services	5	5
University Event Svcs	11	11
UVM Bookstore	27	27
VP Finance & Administration	5	5
Total	518	518

Despite DFA being the largest unit on campus, we had the lowest response rate; only 23% of our employees participated in the survey (118 participants). This is due, in part, to a lack of translatable options for staff whose first language is not English and/or lack of accessibility to take the survey.

Based on some of the CCS responses, the division has several noteworthy points of pride. For instance, our staff hold themselves to the high standards and principles of Our Common Ground, and report to be satisfied with how their departments uphold the standards and principles of Our Common Ground. We are listening and are thoughtful about the campus discussions related to equity and inclusion, and we are motivated to continue our learning and growth in areas related to equity and inclusion.



The DFA has the richest diversity of all other units at UVM. We speak 26 languages and hail from across the globe. Through our diverse and dedicated population, the DFA has unique opportunities to learn from each other.

We also have much work to improve the climate and culture of our division. The CCS data indicated significant issues in the following areas:

- Speaking up about workplace issues
- Equal career opportunities
- Equitable pay
- Discrimination
- Bias

The eight goals below were developed with these points of pride and issues in mind. We intentionally kept them broad and overarching to allow engagement opportunities for staff and leadership to help us identify relevant and realistic action items and initiatives that will support the success of each goal. Developing a full IE Plan with measures and timelines will be part of the next phase.

Goals

Recruitment and Retention

1. Build and maintain an infrastructure that supports diversity and inclusion within the DFA

Action item topics for this goal may include:

- Pay equity (impacted by HRS Career Path Development outcomes)
- Staff recognition
- 360^o performance review feedback

2. Increase the diversity, and overall rates of successful recruitments across the division through effective and deliberate efforts

Action item topics for this goal may include:

- Recruitment strategies
- Supervisor training

3. Establish a divisionwide communication plan to ensure timely and consistent messaging across and within DFA units

Action item topics for this goal may include:

- Leadership engagement
- Communications needs and preference assessment

Professional Development

4. Provide a supportive culture, and access to continued professional growth opportunities for DFA employees

Action items for this goal will include expanding this current initiative:

- Partner with other training and educational institutions to provide access to ESL classes, cross-training opportunities, certification programs

5. Establish an accountable program of cultural competency and inclusive excellence

Action items for this goal may include:

- Opportunity and paid time for employees to pursue trainings, workshops, or other growth opportunities to develop cultural competency

Accessibility

6. Work with campus partners to improve the level of support within the DFA for those whose first language is not English

Action items for this goal will include expanding these initiatives:

- Continue working with DEI and HRS to establish translation protocols for consistent communications and access to UVM-sponsored initiatives
- Provide DFA resource rooms for translation services, training, education, etc.

7. Improve level of ADA compliance on DFA websites and other online content

Action items for this goal may include:

- Establish DFA web content team to ensure timely and current information is available
- Inventory web pages & online content to track maintenance schedule
- Incorporate web accessibility best practices
- Continue incorporating accessibility guidelines into event/meeting planning

8. Decrease the physical accessibility barriers in DFA spaces

Action items for this goal may include:

- Provide accessible requirements for those attending DFA in-person events
- Incorporate physical accessibility best practices
- Assess DFA physical barriers and develop remediation plan

Review Schedule

Spring/Summer/Fall/Winter 2023

March – July

- **Establish an engagement work group**
 - Organize staff & leadership engagement opportunities to identify initiatives that will best support reaching our goals
 - Develop complete DFA IE Plan with identified measures, resources, timelines

August – December

- **Establish an implementation advisory group**
 - Track progress and make recommendations as needed to senior leaders
 - Communicate updates to the division

January 2024

- **Senior leadership quarterly review**
 - To be determined by 2023 action plan

Spring 2024

To be determined by 2023 action plan

Spring 2025

To be determined by 2023 action plan

Spring 2026

To be determined by 2023 action plan

Spring 2027

To be determined by 2023 action plan

Process (to date)

DFA IE Committee (October 2022 – February 2023)

Sources used to develop overarching goals

- 2022 OIRA Campus Climate Survey data
- Campus Plan
- Facilities Sustainability Plan
- Previous DFA Inclusive Excellence Plans
- OIRA DFA Demographic headcount
- DFA Inclusive Excellence Action Plan Committee anecdotal information
- DFA leadership feedback