



DARTMOUTH

Advancement Division

Diversity and
Inclusion Plan

FY19 – FY20

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FY19-20 Diversity and Inclusion Plan

I. Department Overview

The mission of the Advancement Division is to engage alumni, parents, and other constituents in the life of the College; maximize support for Dartmouth's priorities; and promote the work of faculty, staff, students, and alumni to fulfill the College's mission.

Diversity and inclusion are core to this work, and it is incumbent upon us to strive to hire and retain staff who represent our increasingly diverse constituency groups, offer programming to meet the diverse needs and interests of our alumni and donors, ensure communications are inclusive of all audiences, and sustain an organizational culture that is socially just through ongoing education, practice, and accountability.

As we look ahead to the next five years, we have established broad goals for the Advancement Division which include:

- Becoming an employer of choice for the best colleagues, all of whom represent a diversity of talent and experience
- Sustaining a work environment that is free from oppressive behaviors and discrimination against any person based on race, color, religion, sex, gender identity or expression, pregnancy, age, sexual orientation, marital or parental status, national origin, citizenship, disability, genetic information, military or veteran status, or any other legally protected status
- Exhibiting professional behavior that respects diversity and creates an atmosphere of inclusion, collegiality, civility, and mutual respect

II. Building and Managing a Culture of Inclusivity

To achieve our long-term diversity and inclusion goals, the division has identified annual objectives that align with the [Action Plan for Inclusive Excellence](#) set forth by Dartmouth College.

a. Work Process and Communications Goals

1. Conduct an Employee Engagement Survey to assess organizational climate, perceptions of equity and fairness, and opportunities for inclusion related to work process and communications.
 - Implementation Plan: Advancement Talent Management will partner with the offices of Institutional Research (OIR), Human Resources (HR), and Institutional Diversity and Equity (IDE) to administer and analyze an employee engagement survey. Findings will be presented with recommendations to the Senior Leadership Team (SLT) and Advancement Planning Council (APC) by the end of CY19.
 - Accountability: Advancement Talent Management
2. Continue to include all division employees in annual goal-setting processes via department-level SWOT analyses and division-wide strategic planning.

- Implementation Plan: Advancement will continue to engage staff in the development of departmental strategic operating plans.
- Accountability: Advancement Planning Council

b. Professional Development Goals

1. Encourage and track manager completion of the DartSmart supervisory training program offered by Human Resources that includes key competencies, policies and procedures, and management practices critical to sustaining an inclusive work environment.
 - Implementation Plan: Promote and create accountabilities among division leadership for completion of DartSmart by managers.
 - Accountability: Advancement Talent Management and Advancement Planning Council

2. Support ongoing education and training about sexual harassment, bystander intervention, and organizational culture.
 - Implementation Plan: Track completion of online sexual harassment training and offer additional trainings that encourage a positive organizational climate.
 - Accountability: Advancement Talent Management

3. Encourage staff participation in trainings and national conferences focused on diversity and inclusion topics by providing release time and budget.
 - Implementation Plan: The SLT will work with Advancement Talent Management to identify staff to attend the CASE Diverse Philanthropy & Leadership Conference or other comparable conference. Information from the conference(s) will be disseminated to division leadership and staff during the summer Advancement in Motion (AIM) week.
 - Accountability: Advancement Talent Management

c. Client Service and Outreach Goals

1. Increase the diversity of our many Advancement volunteer positions through effective outreach and recruitment.
 - Implementation Plan: Alumni Relations and Development will establish baseline levels in FY19 for leadership positions within our volunteer base and report findings to the SLT and Alumni Relations along with recommendations to increase diverse representation for FY20.
 - Accountability: VP Alumni Relations, VP Development, and COO.

2. Support alumni programs that welcome a diverse audience to ensure that we are reaching and engaging all segments of our population.
 - Implementation Plan: Alumni Relations will support the engagement of affiliated groups (personal identity groups based on race, ethnicity or sexual orientation) and the Women of Dartmouth initiative, present findings from an affiliated group listening tour to be scheduled with the VP of Alumni Relations in 2019, and intentionally balance programming (panels, webinars) with affiliated group representation.
 - Accountability: VP Alumni Relations and Directors of Alumni Relations

III. Recruitment and Retention Goals

1. Strengthen retention efforts by creating additional onboarding experiences for Advancement hires.
 - Implementation Plan: AIM weeks will include a “Newcomers to Advancement” session to further orient new staff to the division, Dartmouth, and the Upper Valley. Starting in CY19, new hires will receive a customized Onboarding Learning Plan to support their successful transition by increasing communication with their supervisors and by establishing regular feedback meetings.
 - Accountability: Advancement Talent Management

2. Create a talent pipeline for diverse candidates to enter the Advancement profession.
 - Implementation Plan: Advancement Business Operations will partner with the CASE internship and residency programs to create positions that attract and train underrepresented groups, thereby enriching applicant pools for future recruitment.
 - Accountability: Advancement Business Operations and Advancement Talent Management

IV. Diversity Plan Accountability

The Chief Operating Officer and Director of Advancement Talent Management will be charged with responsibility for the division’s Diversity Plan. They will work in tandem with division leaders to implement, monitor, and evaluate progress to goal. The COO will report biannually to the Senior Vice President and other members of the Senior Leadership Team and annually to the division at large. A representative task force will be created in FY20 to continue the division’s planning and implementation process.