

Finance & Administration Anti-Racism Action Plan

Background

In fall 2018, Colorado College underwent an external review of racism conducted by Roger Worthington, PhD, Executive Director of the Center for Diversity and Inclusion in Higher Education. A final report and recommendations were delivered in May 2019.

During the summer of 2019, a small group with representation from the faculty, student body, Board of Trustees, and administration met to draft the goals, strategy, timeline, and metrics for CC's work going forward. The College developed an antiracism implementation plan, captured in the document, "Our Plan to Become an Antiracist Institution" (first published in November 2019). CC's antiracism goals, as described in the document, are as follows:



- Goal 1: Make diversity, equity, and inclusion central to College leadership
- Goal 2: Establish antiracism, equity, and inclusion as foundational to our community expectations
- Goal 3: Invest in student antiracism resources and efforts
- Goal 4: Support and engage all faculty and staff in antiracism work
- Goal 5: Make antiracism a central value in CC's academic and co-curricular programs
- Goal 6: Increase compositional diversity of CC community
- Goal 7: Make antiracism central to CC's communication

In fall 2021, our antiracism "plan" became an antiracism "commitment", shared by all members of the CC community. Toward that end, in spring 2022, divisional vice presidents were asked by President Richardson to begin antiracism action planning within their units, to commence fall 2022.

Mission & Vision

At Colorado College our goal is to provide the finest liberal arts education in the country. Drawing upon the adventurous spirit of the Rocky Mountain West, we challenge students, one course at a time, to develop those habits of intellect and imagination that will prepare them for learning and leadership throughout their lives."

Divisional Goal:

The division of finance and administration is committed to doing better and making people’s lives better. Just that simple. We realize that this goal involves building relationships and being in meaningful community with one another. Therefore, as a division, we commit to participating in three community service events where F&A staff have an opportunity to interact and contribute to the Colorado Springs community. We believe this is an opportunity to show CC and the broader community what customer service excellence is all about!

Anti-racism Goals(s) Addressed:

- Goal 2: Establish antiracism, equity, and inclusion as foundational to our community expectations
- Goal 4: Support and engage all faculty and staff in antiracism work

Department Goals:

Facilities/Maintenance

Anti-racism Goal(s)Addressed:

- Goal 2: Establish antiracism, equity, and inclusion as foundational to our community expectations
- Goal 6: Increase compositional diversity of CC community

Specific	Measurable	Ambitious	Realistic	Timely
Creating a visible footprint that educates the CC community about the amazing work that maintenance workers do at CC.	A simple survey will be offered for attendees of the Excel at CC-Facilities Introduction. The class will focus on the work that facilities performs on campus, how to request work and how projects are funded. Results from the surveys will be analyzed by the end of the fiscal year to interpret and report our progress.	To our knowledge, collection methods have not been prioritized to assess the benefit of engagement approaches to creating a visible presence for the contributions of maintenance on and off campus. This will assist with industry trends and future planning.	Attainment of this goal requires the construction of surveys to distribute and consistency of distribution during these planned events and analyses at the end of the academic year.	22-23 Academic year

Review of workforce availability in Colorado using the US census data to determine access to female-identifying workers in the maintenance trade as a numerical goal to increase representation based on availability indicators.	Assessment of HR analytics to determine benchmark and reassessment after the end of 1 academic year.	Using people analytics to develop numerical goals provides a more equitable assessment and creates accountability to examine and monitor several elements of the recruitment and selection process.	Goal attainment requires research on census populations, review of practices (announcement, casting a wide net, screening of pool, choosing a diverse selection committee, and making a competitive offer.	22-23 Academic year
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Values Addressed:

- value all persons and seek to learn from their diverse experiences and perspectives
- serve as stewards of the traditions and resources of Colorado College
- seek excellence, constantly assessing our policies and programs

Modern Think Areas Addressed: Collaboration

Finance

Anti-racism Goal Addressed:

- Goal 1: Make diversity, equity, and inclusion central to College leadership
- Goal 2: Establish antiracism, equity, and inclusion as foundational to our community expectations
- Goal 7: Make antiracism central to CC’s communication

Specific	Measurable	Ambitious	Realistic	Timely
Develop an exception form that is approved by VPs to document when and for whom exceptions are being requested or when issues are escalated. The goal is a tracking mechanism to review	Completion and implementation of a feasible monitoring system for exception approval.	This system also allows for VPs to review their decisions in an equitable manner to discuss procedural and distributive justice practices applied in the context of supervision.	Will require support and consistency from the SVP of F&A and communication to VPs of the new procedure along with	By Dec 2022

patterns and practices where routine exceptions are made for executive address. Ensure the reason for approval is documented.			documentation of the procedure.	
Identifying opportunities to educate employees about the work that the finance department does behind the scenes, the reality of our finances “putting it into perspective” (elaborating on the critical need for compliance with expectations; humanizing to evoke empathy), best practices on budget upkeep, and re-enforcing new procedures (e.g., exception form).	Develop a document of the various events the department will partake in and develop an attendance log of who attended for later review.	This adds an additional element of implementation to purposefully educate stakeholders using visibility and human connection to create awareness about the ripple effect of their actions and the need to support each other within the CC community.	Due to the habits and practiced norms embedded within the culture creating momentum and support requires innovative methods of communication. Will require commitment and capacity of finance staff.	List of opportunities October 2022 Completion of communication events June 2023

Values Addressed:

- honor the life of the mind as the central focus of our common endeavor
- value all persons and seek to learn from their diverse experiences and perspectives
- serve as stewards of the traditions and resources of Colorado College
- nurture a sense of place and an ethic of environmental sustainability
- encourage engagement and social responsibility at local, national and global levels
- seek excellence, constantly assessing our policies and programs

Modern Think Areas Addressed: Communication and Collaboration

Administrative Services - Procurement / Mail/Print Services / Children’s Center

Anti-racism Goal Addressed:

- Goal 2: Establish antiracism, equity, and inclusion as foundational to our community expectations
- Goal 7: Make antiracism central to CC’s communication

Specific	Measurable	Attainable	Realistic	Timely
Audit the vendor and contract system to determine what vendors/contractors are frequented and what percentage of services CC will be intentional about outsourcing to the small, minoritized, veteran, and other marginalized communities. This is part 1 of the broader goal to create equity in financial investments.	Document last year's vendor services and their demographics in a spreadsheet.	An internal review will require access and collaboration to determine which vendors are typically frequented and research may provide insight on a target percentage on how many projects and contracts should be equitably distributed to disadvantaged populations.	This goal can be accomplished over the course of a year which will allow for phased progression to begin implementing a percentage goal informed by data.	June 2023
Mail/print services and child center staff will attend an ADEI basics workshop to gain terminology and explore practice tools that apply an ADEI lens facilitated by the AVP of staff ADEI staff	Attendance roster of staff completion and evaluation completion for workshop feedback	Identified offerings and communication for registration.	Now that an ADEI staff position is filled professional development opportunities are part of the ADEI leadership team's strategies to engage staff.	June 2023
Procurement will review ADEI policies using an ADEI lens using an equity analysis tool and feedback provided by the AVP of staff ADEI staff to update and progress along the policy process.	Documentation of completed policies and completed notes added to an equity analysis tool.	Several reviewers and contributors offer feedback and progress policy through the policy process.	Monthly review of a policy will provide adequate accountability of flow and momentum to complete.	June 2023
Construction of a customer satisfaction survey feedback with the intention of increasing two-way communication channels with staff functions that are not	Completion of the survey to have reviewed by staff for feedback and planned implementation phase.	Researching best practices for customer satisfaction surveys and developing the survey for operational use.	This can be completed and feedback about the communication and implementation obtained quickly.	June 2023

always visible to improve customer experience and share kudos.				
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Values Addressed:

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Modern Think Areas Addressed: Collaboration