

Sept. 29, 2021

Greetings to Campus Services Colleagues,

The new academic year is off to a successful start with more students than we've ever had on campus. It's great to see so many people back on campus, but I also know that has meant we are busier than ever. I want to thank you all for working so hard to support the Dartmouth community. I've heard first-hand many compliments of the work that is performed by Campus Services employees and am so appreciative of your efforts. While we spend much of our time thinking about how we support the Dartmouth community, it's also important for us to take time to make sure our own division is set up for success. With that in mind, I am excited to announce a new Diversity, Equity, and Inclusivity (DEI) initiative that is launching this fall.

Dartmouth's Board of Trustees has identified DEI as a top institutional priority and the Campus Services leadership team has made it one of our top priorities. I'd like to get a jump-start on this work, focusing on making improvements within the Campus Services division. Over the next 8 to 9 months, we will develop a strategy that will help us build more authentic relationships and understanding amongst our employees. This strategy is something we'll *develop together with participation encouraged with every Campus Services employee.*

Our overall goal is to create a work culture in which we listen and learn from employee experiences to make positive changes that will increase a sense of belonging, celebrate diversity, and provide equal access to resources and tools for every employee to excel. We each bring something unique to the workplace. This uniqueness is what makes us diverse and allows each one of us to contribute something of value to the division.

Our DEI Initiative

This DEI initiative is being guided by Deo Mwano, a social-impact innovator and the founder of Deo Mwano Consultancy (DMC at deomwanoconsultancy.com). Deo has worked this summer with our leadership team to reflect on what an inclusive and equitable culture looks like. We're actively working to improve how we interact with one another and to model within our own team the type of culture we hope to develop across the division. It's a work in progress.

We have outlined a four-phased approach to guide this initiative:

- Phase 1 is information gathering, in which we want to hear your thoughts on the current work atmosphere and your ideas on opportunities for improvement. This phase will occur between Oct and Dec. 2021.
- In Phase 2, from Feb. to May 2022, we'll analyze the information and develop recommendations for changes.
- In Phase 3, we'll incorporate the recommendations into our work practices.
- Phase 4 will be continuous cycle in which we evaluate progress against our goals, continue to listen to one another and discuss further opportunities for improvement and make changes as necessary.

Phase 1 starts Oct. 4

The information-gathering phase kicks off with an all-staff survey that will be open to Campus Services employees from Oct. 4 to 13. You'll receive on Monday an invitation to take the survey, along with information about upcoming small-group or individual listening sessions with Deo or a member of his team. We're very interested in hearing your opinions and suggestions on how to improve our workplace, and we hope you share our enthusiasm to reshape the culture of Campus Services.

How to Get More Information?

All Campus Services managers and supervisors have been briefed on this DEI Initiative. Please reach out to them with any questions, or feel free to pose questions or comments to the following email account: Campus.Services.DEI@dartmouth.edu. This account is being monitored by our Communications Director Lisa Celone who will respond directly to your message or forward it to Deo and his team for a response. A Campus Services DEI webpage (<https://campus-services.dartmouth.edu/about/campus-services-dei-initiative>) has also been posted to provide information about this work.

Making our division a more welcoming workspace in which all employees have a voice is important. I look forward to hearing your suggestions and am committed to working with you to make positive change. It's exciting to consider how together we can improve the Campus Services culture and celebrate the diversity we all bring to Dartmouth.

Thank you, in advance, for your participation.

Josh

Josh Keniston
Vice President of Campus Services & Institutional Projects
(o): 603-646-0458
(m): 607-316-2812
josh.keniston@dartmouth.edu