# FAS Administrators' Town Hall

**May 12, 2022**

**Zoom**

# Agenda

| | |
|---|---|
| **Welcome** | Scott Jordan |
| **Financial Update** | Scott Jordan, Jay Herlihy |
| **Accounting Update for Year End** | Christine Boyer |
| **Harvard Ombuds Office** | Adam Kleinberger, Colette Carmouche, Melissa Brodrick, Justin Neiman |
| **Diversity, Inclusion, Equity and Belonging** | Sheree Ohen, Tiffany Jadotte |
| **OPRP** | Zak Gingo |
| **HUIT** | Courtney Harwood, Susan DeLellis |
| **HR** | Tiffany Jadotte |
| **Administrative Operations** | Mary Ann Bradley, Bill DeSimone, Stephanie Nasson |
| **Closing** | Scott Jordan |

# Welcome

**Scott Jordan**

*Dean of Administration and Finance*

# Financial Updates

**Scott Jordan**

*Dean of Administration and Finance*
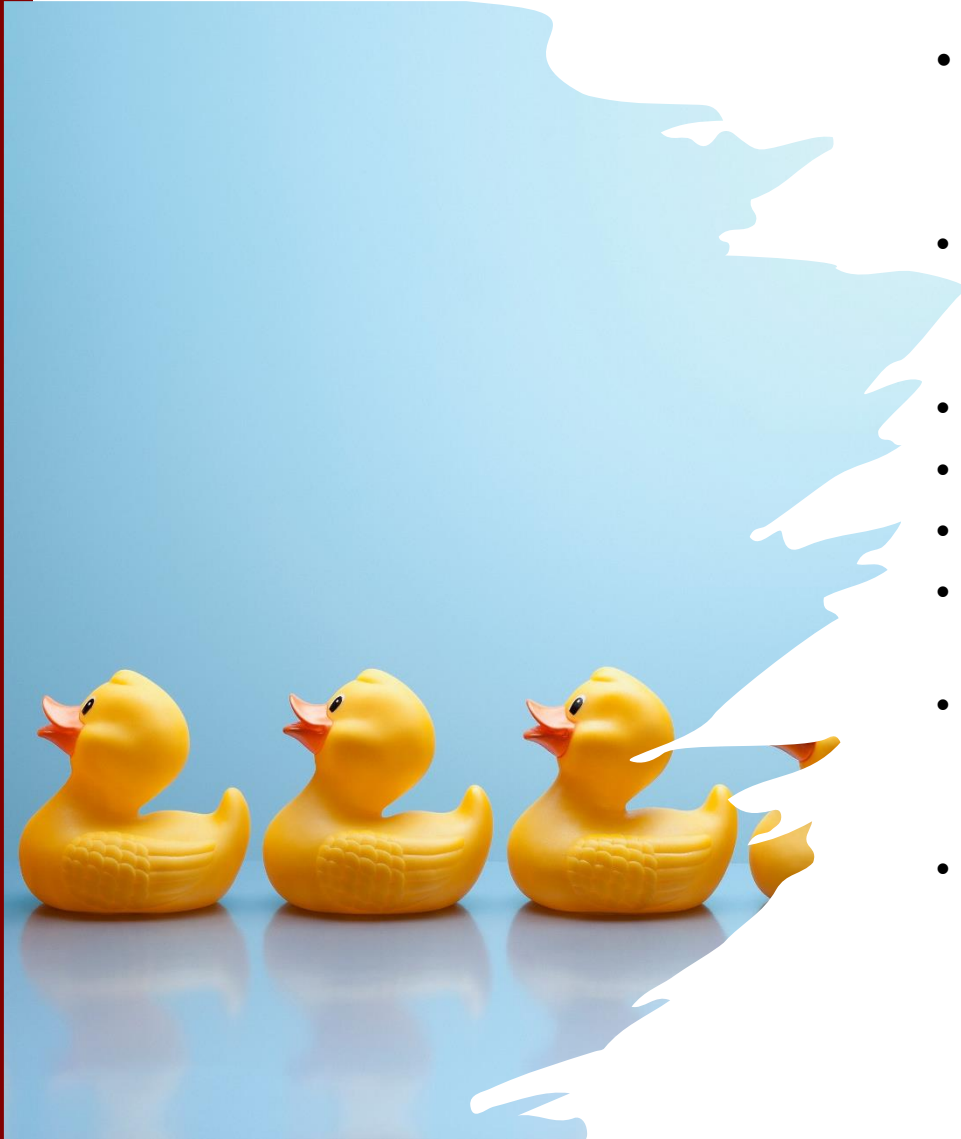
**Jay Herlihy**

*Associate Dean for Finance*

# Accounting Update For Year End

## Christine Boyer

*Assistant Controller and Director of Accounting*

# Get those ducks in a row for year end!

- **Check the year end calendar for key deadlines!**

- Check for funds in deficit – gifts, endowments, and unrestricted designated funds
- Get receipts into B2P
- Resolve any holds in B2P
- Process transactions in Concur
- Review Faculty Start Up (Fund 016110) to make sure there's nothing in Root 00000
- Review year-to-date transactions to verify revenue and expense are recorded accurately
- Review payroll transactions to verify accuracy – reminder that certain payroll object codes cannot be adjusted via ADI

# We are here to help!

- **Accounting for Year End Training (NEW!)**
  Thursday, May 19th, 10:00 to 11:30
Click to register in HTP

- **FAS Year End Brown Bag**
  Wednesday, June 8th, 10:00 to 11:30
https://harvard.zoom.us/j/98399306221?pwd=cE1lRkVDaVhiVmlyL1FGUFYzZ2xLUT09
No signup necessary

- Year end website:  **https://finance.fas.harvard.edu/close-fiscal-year**

  - Year end calendar
  - **Department checklist (NEW!)**
  - Guides for accruals, deferrals, and prepaids
  - Helpful templates, including ADI, TLA, and TLX

- Dedicated email:  FAS_Accounting@fas.Harvard.edu

# Harvard Ombuds Office

**Adam Kleinberger**
*Ombuds*

**Melissa Brodrick**
*Ombuds*

**Colette Carmouche**
*Ombuds*

**Justin Neiman**
*Ombuds*

# Staff Diversity Committee Report & Strategic Planning and Implementation Overview

## Sheree Ohen

*Associate Dean for Diversity, Inclusion and Belonging*

## Tiffany Jadotte

*Associate Dean for Human Resources*

# Staff Diversity Committee Report

**SHEREE M. OHEN**
ASSOCIATE DEAN FOR
DIVERSITY, INCLUSION, AND
BELONGING

# Report Structure

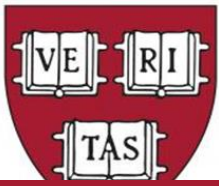**01**

**Context for the Study**

**02**

**Committee Work**

**03**

**Committee Recommendations**

**04**

**Concluding Reflections**

# Context for the Study



According to a 2019 report from the American Council on Education that examined trends in race and ethnicity in higher education, the student population of America's colleges and universities is more diverse than ever. But faculty members and administrators remain predominantly white. As the country's racial demography changes, the number of underrepresented racial and ethnic groups will exceed 50 percent of the U.S. population by 2044 (U.S. Census Bureau).

In the context of higher education, students of color express their need to see faculty members, administrators, and other institutional leaders who reflect and understand their background and culture.

A diverse workforce is also a critical driver of productivity and innovation.

Attracting top diverse talent across the organization and creating conditions for success are steps toward fulfilling our mission.

# Committee Membership

**Sheree Ohen**, Associate Dean for Diversity, Inclusion, and Belonging (Chair)

**Rakesh Khurana**, Dean of Harvard College

**Leslie Kirwan**, FAS Dean of Administration and Finance (September 2020 – March 2021)

**Cesar Mieses**, Senior HR Consultant (September 2020 – July 2021)

**Vaughn Waters**, Senior Director of Administration and Finance for HL and HCL

**Nina Zipser**, FAS Dean for Faculty Affairs and Planning (September 2020 – March 2021)
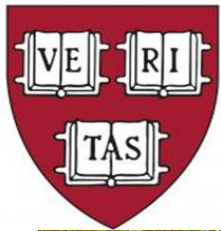
# Outreach to FAS

Our outreach efforts included, but were not limited to:

- Recruitment Team within FAS Human Resources
- FAS CareerCore Program alumni
- Existing and past senior leaders within the FAS (Grade 59+)
- FAS Registrar and Associate Registrar
- Harvard College's Administrative Coordination Group
- Athletic Department's Head Coaches and Program Managers
- The FAS Human Resources What's Needed Now Meeting (All HR Staff present)
- Office of Undergraduate Education Department Administrators
- Division of Continuing Education Dean's Direct Reports
- Harvard College Library
- FAS Academic Planning Group

Additionally, the SDC convened with other units/schools to identify best practices:

- Lilu Barbosa, Chief Diversity Officer the T.H. Chan School of Public Health
- Kelly Deliberato, Associate Dean of HR with the Graduate School of Education
- Warner Santiago, Assistant Director – Director, Inclusion and Title IX Programming at the Harvard Law School

# Data

The SDC reviewed the following data sources:

**Quantitative Data**

- 2019 Harvard University Pulse Survey
- FY 10-20 FAS Staff Grade 59+Compensation analytics
- FY 15-20 FAS Staff Grade 59+ Workforce analytics
- 2021 Grade 59+ Staff Survey
- Staff Exit Interviews

**Qualitative Data**

- Consultation with FAS Human Resources
- Interviews with 11 past and current staff members holding positions at Grade 59+
- Review of best practices
- Review of internal resources: DIB Toolkit (Center for Workplace Development), FAS Staff Hiring Toolkit, FAS Onboarding Toolkit, FAS Manager Guide for Diverse Searches, Job Postings
- Academic literature
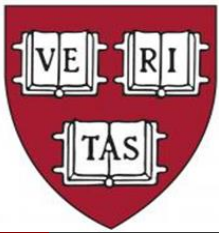
# Committee Recommendations

Inclusive Hiring

Creating Conditions for Leaders of Color to Thrive

Leadership Accountability

# Inclusive Hiring

| | |
|---|---|
| Recruitment Structure and Resources | Assess recruitment structure & resources to develop diverse candidate pools (ex. technology to track strong applicants, budgeting for advertising and marketing) |
| Internal Networks | Embed an intentional practice to leverage the strength of our internal networks to help attract diverse talent to senior-level roles. |
| Equity of Access to Senior-Level Roles | Expand access to open job positions at the senior-level and elevating visibility of these postings to internal and external talent. |
| Data Driven Approach to Recruitment | Develop criteria and inclusive language before the search and provide data on BIPOC candidates in the pool at all stages of recruitment process. |
| Address Bias in Recruitment and Selection | Mitigate the negative impact of biases on our organizational decision-making in the search. |
| Harvard as an Employer of Choice for Diverse Talent | Enhance Harvard's brand as an employer that welcomes and fosters diverse talent. |
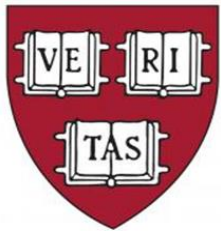
# Data-Driven Approach to Recruitment

As we examine the hiring process for senior staff positions, there is evidence that BIPOC applicants are less likely to advance at each stage.

| | All | BIPOC | White | No Race |
|---|---|---|---|---|
| Total applicants | 7344 | 2448 | 4489 | 407 |
| Total "qualified" applicants | 5168 | 1622 | 3242 | 304 |
| Total applicants interviewed | 477 | 119 | 339 | 19 |
| Total hires | 149 | 33 | 115 | 1 |
| Total hires, external | 77 | 22 | 54 | 1 |
| Total hires, internal | 72 | 11 | 61 | 0 |

Fiscal Year 2015-Fiscal Year 2020 Hiring Statistics, Grade 59+
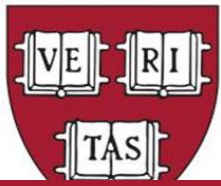
# Creating Conditions for Leaders of Color to Thrive

**Recent Harvard Business Review survey of over 400,000 U.S. workers**

- When employees believe promotions are managed effectively, they are more than twice as likely to give extra effort at work and to plan a long-term future with their organization. They are also five times as likely to believe leaders act with integrity.

**Equitable employee development and retention**

- Pathways to opportunities, equitable lens across policies, practices, and procedures, thought partnership between FAS HR and deans, and mentoring (59+). Institute recognition and reward policies and programs to ensure equity and inclusion.

**Illuminate and strengthen internal networks**

- Develop strong internal professional networks in partnership with FAS HR and BIPOC staff community, create programming to address challenges, strengthen onboarding processes, develop a "buddy" system so leaders of color can have a collaborator/partner
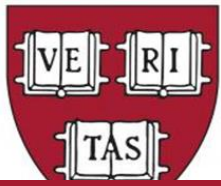
# Leadership Accountability

## Recommendations for Leaders

Leaders should strive to cultivate inclusive work environments that inspire and empower diverse talent and foster a sense of belonging among employees.

Develop and implement performance metrics for leaders at the FAS that incorporate DIB competencies.

Create diversity and inclusion programs for increasing DIB competencies among managers. Relevant competencies include unconscious bias, microaggressions, psychological safety, covering, and cultural awareness.

# Concluding Reflections

- As we strive to hire more diverse talent, having accurate data is fundamental to accomplish this goal. Understanding the national hiring context is essential for evaluating the realities of our own recruitment, selection, and retention practices.

- Representation of BIPOC employees steadily declines as it approaches senior-level roles.

- Evidence that BIPOC applicants are less likely to advance at each stage in the hiring process.

- Importance of a diverse workforce in driving innovation and sustainable change.

- Benefits include higher employee retention, an enhanced institutional reputation, and a workforce that generates a wider range of ideas and solutions.

- FAS is positioned to address our current policies, practices and culture that impact the employee lifecycle for leaders of color.
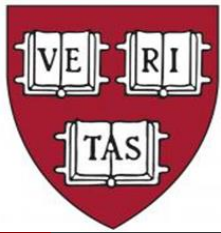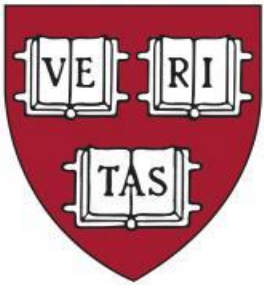
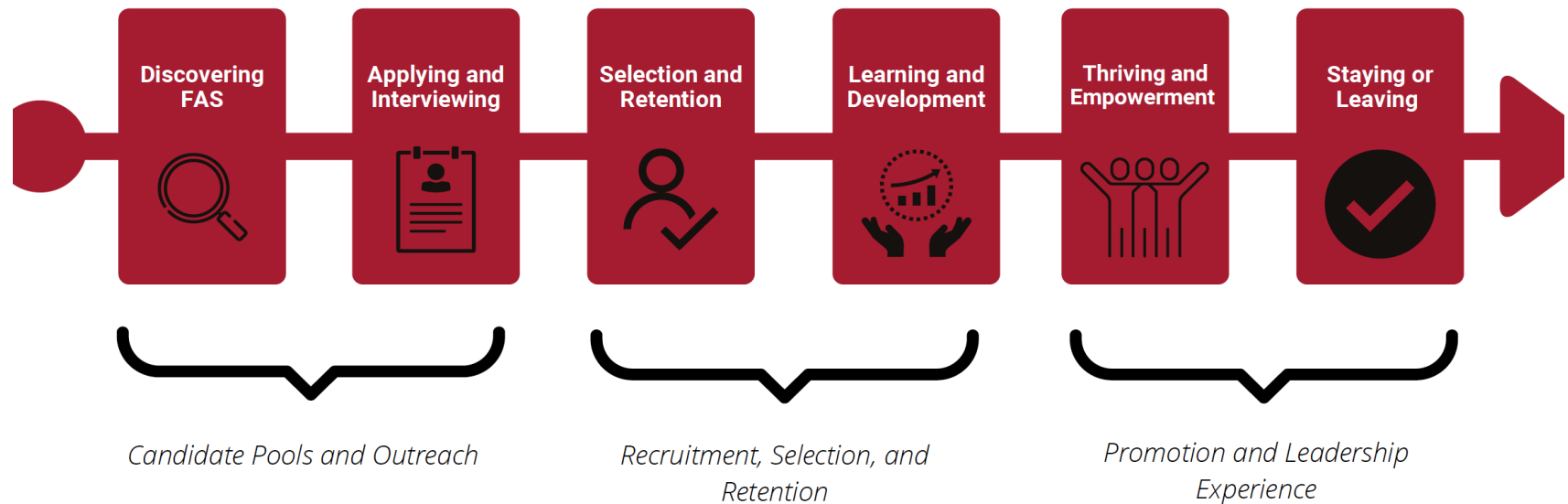# EDIB Strategic Planning and Implementation Discussion

**Tiffany Jadotte**
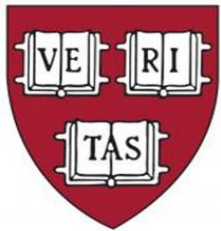
*Associate Dean for Human Resources*

Equity, Diversity, Inclusion and Belonging (EDIB) is positioned to be an exceptional force of good as it relates to the FAS Employee Life Cycle

# FAS Employee Life Cycle



**Discovering FAS** | **Applying and Interviewing** | **Selection and Retention** | **Learning and Development** | **Thriving and Empowerment** | **Staying or Leaving**

*Candidate Pools and Outreach*

*Recruitment, Selection, and Retention*

*Promotion and Leadership Experience*

Credit: FAS Employee Life Cycle (FAS Staff Diversity Committee Report, Slide #5, 2022, March 9).

The report from the FAS Staff Diversity Committee sets the stage for strategic planning and implementation that will center around the committee's three key areas of recommendations

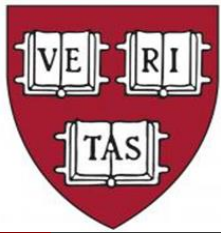| *FAS Staff Diversity Committee Recommendations* | *Our proposed goals we seek to accomplish as a result of the next phase of implementation planning* |
|---|---|
| Inclusive Hiring | FAS' recruitment structure and resources in partnership with central HR identifies opportunities to develop robust candidate pools of diverse talent. Talent Acquisition incorporates a data-driven and equitable approach to sourcing, recruitment and hiring. |
| Creating Conditions for Leaders of Color to Thrive | Clearly articulated pathway for high potential staff of color to ascend to senior leadership opportunities (i.e., guides, succession planning, cultural competency offerings, CWD leadership training). Create internal networking opportunities. Promotion opportunities that are embedded with an equity lens across all employee policies, practices, and procedures. Examples: selection process for promotional opportunities, nominations for awards, evaluation of salaries across grade level, etc.). |
| Leadership Accountability | Establish diversity and inclusion programs for increasing DIB competencies among managers. Relevant competencies include unconscious bias, microaggressions, psychological safety, covering, and cultural awareness. Develop and implement performance metrics for leaders at FAS that incorporate DIB competencies. |

# FAS is positioned to address our current policies, practices and culture that impact the employee lifecycle for leaders of color

As we begin the next phase in reimagining our EDIB planning and implementation strategy – we will convene a cross-functional FAS team that will define and socialize a set of EDIB actions that:

> - Is powered by FAS' vision, values, and mission

> - In alignment with the overall EDIB strategies set forth by Deans Gay and Ohen

> - Recognizes our culture - who we are and what we stand for

> - Evolves with our dynamic workforce and their unique needs

> - Serves as a framework of excellence that embeds EDIB into everyday actions

> - Allows staff to bring their best self forward

> - Establishes a sense of belonging and connection to the organization

> - Allows for setting achievable and measurable goals for FY23 and beyond

> - Is incorporated in our FAS performance management systems and processes

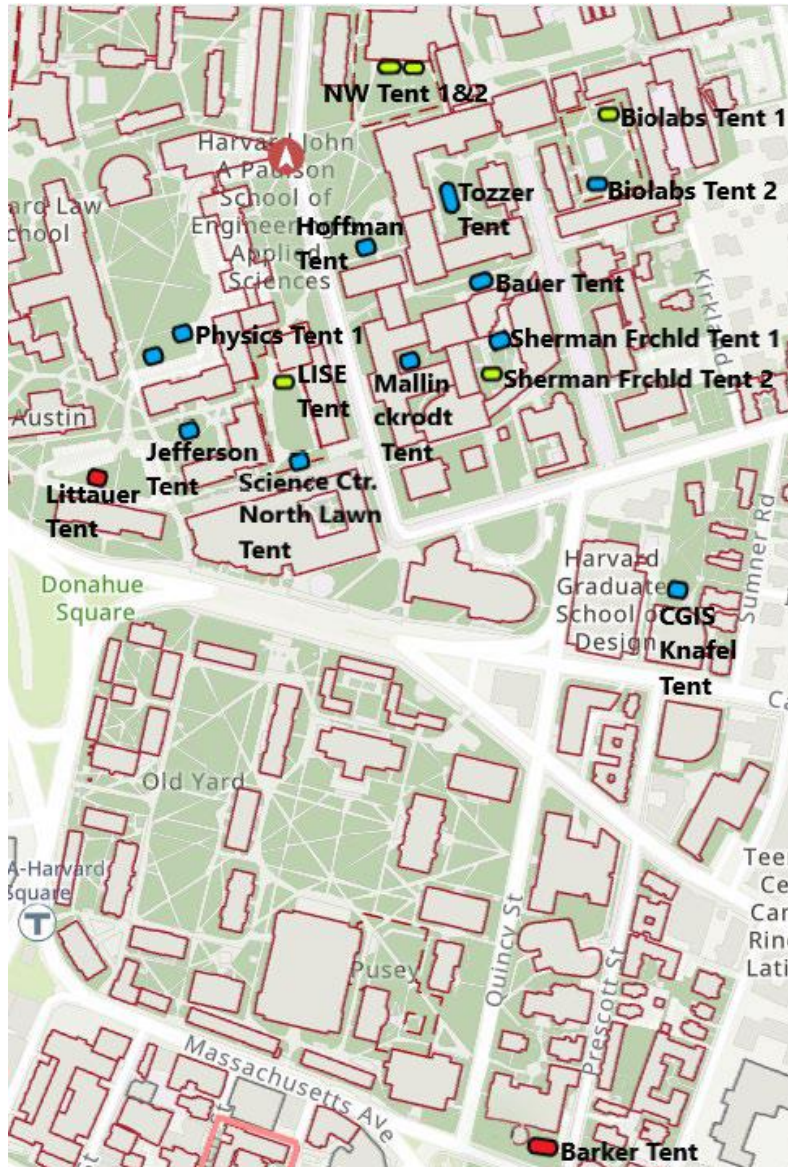# Thank you

# Tents and Events

**Zak Gingo**

*Associate Dean for Physical Resources and Planning*

# Tents



Blue are reservable via roombook.harvard.edu

Green are open access

Red are dedicated for use by occupants of the associated building

# Spring Events

- April 27: Last day of spring term classes
- April 28 – May 4: Reading Period
- May 5 – May 14: Exam Period
- **May 15: Move Out (except Seniors)**
- May 25: Class Day
- **May 26: Commencement**
- **May 27: Senior Move Out**

- May 28: Special Class Day (Classes of '20 and '21)
  - Annenberg Brunch, House Receptions, Dinners by Class
- **May 29: Special Commencement (Classes of '20 and '21)**
  - House Breakfasts, Recognitions/Lunches, Department Celebrations, Dinner/Dance

- May 31 – June 5: Reunions (most take place June 2 – June 5)
- June 3: Harvard Alumni Day

# HUIT Updates

**Courtney Harwood**

*Senior Director, End User Strategy
and Service Delivery*

**Susan DeLellis**

*Director, Project Management
and Service Delivery*

# Email Task Force & Email Experience Survey

Jason Snyder, University CTO, created the Email Task Force

- Goal is to measure satisfaction with email services (M365 & Google) and learn about challenges we may not be aware of
- Includes stakeholders from each School
- Task Force members will help evaluate and prioritize findings (June/July)

Email service survey was sent to the DAs on May 9, 2022

- If you've already completed the survey – thank you!
- If not, please do so by May 17: https://harvard.az1.qualtrics.com/jfe/form/SV_3ltItP4dlAOaV4W
- Your feedback is extremely valuable to us due to your extensive use of email and calendaring systems

# M365/Outlook feedback thus far…

Calendaring

- Outlook is "clunkier" than Google
- Meeting updates flood attendees with unnecessary emails

Search

- Can't find things easily
- Web app (OWA) makes it difficult to find a specific message that is part of a thread

Shared accounts

- Can't track replies because they are stored in an individual's account

Interoperability with Google

- Doesn't synch with Google calendar, so invites/events get lost.  Requires manual entry in Outlook

# Thank you!

Please feel free to reach out to me if you'd like to share your feedback in person:

Courtney_Harwood@Harvard.edu

# FAS File Share Initiative
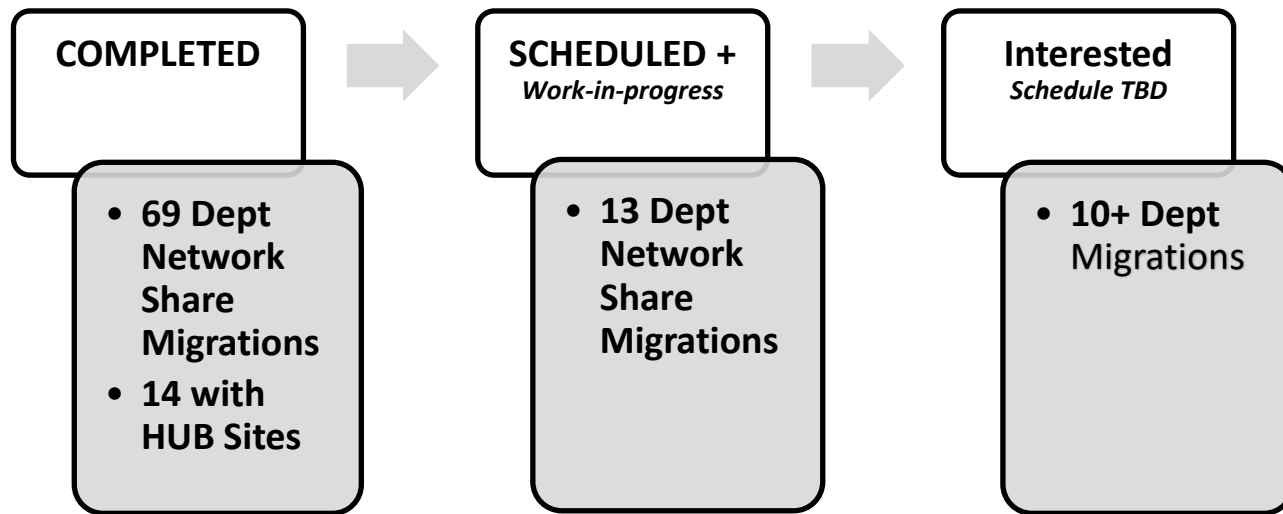## May 12, 2022 Administrators' Town Hall

susan_delellis@harvard.edu

# FAS File Share Project OneDrive Close-out

| Project Goal | Results |
|---|---|
| **Move to a Common Platform for file collaboration** | • Migrated 975 users & 4.4 TBs of data from network shares into OneDrive<br>• Leverage existing Microsoft Campus licensing<br>• Modernize file share user experience and support remote work<br>• Annual Tub cost savings |
| **Drive greater security through the elimination of unused data & L4 file compliance** | • Deleted 3,191 abandoned user accounts and nearly 6 TBs of unused data<br>• Brought 3.5M files into L4 compliance |
| **Reduce user confusion over what tool to use when** | • Trained over 1,100 users on Microsoft OneDrive, Teams and SharePoint<br>• Provided knowledge articles and productivity coaching |

35

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# FAS File Share SharePoint Program: FY 22 Progress Summary
*As of 4.26.22*

**COMPLETED**

**SCHEDULED +**
*Work-in-progress*

**Interested**
*Schedule TBD*

- **69 Dept Network Share Migrations**
- **14 with HUB Sites**

- **13 Dept Network Share Migrations**

- **10+ Dept** Migrations

# FAS File Share SharePoint Completed Migrations: Detail

*69 migrations across 46 departments*

| | | | | | |
|---|---|---|---|---|---|
| African and African-American Studies | College- Office for the Arts *** | Earth & Planetary Sciences (EPS) | Government | Loeb Music Library | Sciences Division- Prof Archive |
| Anthropology *** | College- Office of Career Services | East Asian Languages & Civilization *** | Harvard College Institutional Research | MCB Administration *** | Sciences Division- Sysbio Admin |
| Asia Center Finance | College- Office of Undergraduate Education | English Dept *** | Harvard Forest | Music (Professor Wolf) | Sociology |
| Athletics- Med Room *** | Ctr for African Studies | Ethnic Studies | History of Art & Architecutre | Office of Physical Resources & Planning | South Asia Institute |
| Center for Middle Eastern Studies | Ctr for Brain Science | FAS Admin Ops | Hutchins Center *** | Psychology Administration*** | Ukrainian Research Institute |
| College- Advising Programs Office | Davis Center *** | FAS Human Resources | Korea Institute | Psychology- Somerville Lab | Yenching Library |
| College- Communcations *** | Division of Social Sciences (DoSS) | FAS HR- Talent Acquisition *** | Life Sciences- Human Evolutionary Biology | Sciences Division- HEB + Sleep Cognition | |
| College- Dean of Students Office | David Rockefeller Ctr DRCLAS *** | FAS RAS (Research Admin) | Life Sciences- Sleep Cognition | Sciences Division- Post Doc Affairs | |

*** *Multiple Phases and / or Multiple Network Shares*

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# FAS File Share SharePoint Scheduled or Work-in-Progress

| Status | Departmental Areas |
|---|---|
| **Scheduled (8)** | • 5/23: WCFI      6/7: OEB<br>• 5/24: FAS HR      6/16: Athletics – Bus Dev/Ticket Office<br>• 5/27: GenEd & AEO      6/21: Registrar's Office (pilot)<br>• 5/31: Athletics – Finance      6/27: College Writing Program |
| **Work-In-Progress (5)** | • Center for European Studies<br>• Comparative Literature<br>• English Department - Phase 3<br>• HMDC<br>• OAISC - Phase 2 |
| **Future – TBD (6+)** | • Athletics – HVC, and other departments<br>• EPS – Courses<br>• OFA First Arts – Phase 2<br>• ADM-FAO Hub<br>• Harvard College Libraries<br>• Others TBD |

# Guidance for File Sharing with SharePoint and OneDrive

**Recent Changes and Updates**:

- Permissioning files/sites "to everyone" turned off
- HUIT has made public SharePoint sites private (exception process through the Service Desk)

**Best Practices:**

- Know your data classification levels... low, medium, high
- Manage permissions according to those levels
- Leverage SharePoint for files that should persist after an individual/owner leaves
- Sign up for training

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# Guidance for File Sharing with Google

**Aligning Google's Life Cycle Management with Microsoft's:**

- On  7/18, suspended Google accounts (g.harvard) are scheduled for deletion
- Please review shared files (impacted users have received an email communication)
- After 7/18, Google users need to be aware that when employees leave Harvard, their accounts will be deleted after their grace period expires and will no longer be suspended indefinitely

**Best Practices:**

- Leverage Google shared drives for files that should persist after the owner leaves
- For faculty requiring Google use, employees should transfer departmentally relevant files from their individual accounts to the Shared Drive now to ensure business continuity
- Know your data classification levels… low, medium, high  (Google supports medium (level 3) and below)

# Performance Management, Dynamic Work Strategies, and Dean's Distinction Updates

**Tiffany Jadotte**

*Associate Dean for Human Resources*

# FY22 Performance Management

- Communication was sent to all FAS staff about closing the FY22 [performance management cycle](#) by July 29, 2022, acknowledging that we are still managing the challenges of the pandemic.

- **Ratings will be optional for FY22 annual summaries** but will be required for FY23 performance management.

- Managers and staff should have a summary conversation, virtually or in person, to discuss this past year.

- Secondary communication was sent to FAS DAs and managers (including faculty managers) with [resources for managing performance management conversations](#) in the dynamic work environment.

- Encourage your staff to close out FY22 and set goals for FY23. FAS HR will be sending another communication on goal setting this summer.

# Dynamic Work Strategies – FAS Tiger Team Update

- The Dynamic Work Strategies Tiger Team is tasked with looking at flexible work at FAS.

- Four subcommittees are assembling materials for:

  1. Metrics – Working on FAS-wide survey to learn more about best practices and flexible-work needs across units

  2. Faculty and staff engagement – Attended APG and other faculty and academic meetings to listen and gather feedback on the implementation of flexible work in this community.

  3. FAS Guiding Principles/Space and Technology – Determining which meeting spaces are equipped for hybrid meetings

  4. Managers' Guide – Developed best practices for running and facilitating hybrid meetings

**Project Timeline:**

- **Summer 2022:** Refine and socialize materials and launch FAS-wide survey

- **Early Fall 2022:** Communicate and launch materials

# Revitalizing Dean's Distinction

- [Dean's Distinction](#) is the highest staff recognition in the FAS. The last cohort was selected in March 2020, but the recognition ceremony was not held due to COVID-19.

- Previously, 50-60 staff comprised of both individuals and teams, would receive Dean's Distinction and be celebrated at an event with colleagues and guests in the Faculty Room at University Hall.

- The proposed plan for an updated Dean's Distinction includes:
  - Celebrating 2020 recipients with a smaller ceremony for recipients and guests in September 2022.
  - New nomination and review process with committee members made up of a dozen staff in different roles, departments, and job grades from across FAS.
  - FY23 Dean's Distinction recipients will be announced at a more inclusive convocation-style event open to all FAS affiliates that celebrates the work of *everyone* in the staff community in Spring 2023.This event will also strive to include more student and faculty representation.
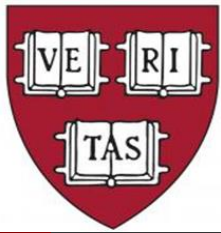
# Administrative Operations Updates

## Mary Ann Bradley

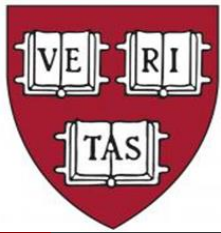*Associate Dean for Administrative Operations*

## Bill DeSimone

*HUIT, Director of Support Services*
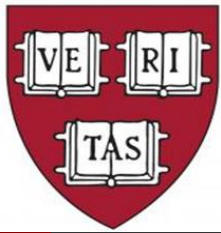
# Technology for Hybrid Work by the Numbers

- We began this effort during the fall semester as we were faced with the challenge of assisting the FAS with a large scale return to campus and hybrid schedules
- With the support of Dean Gay and Dean Jordan, departments were presented with option of refreshing HUIT managed desktop computers with laptops ahead of their normal refresh cycle
- We also offered a second set of peripherals to ensure that hybrid members of the FAS could work effectively from laptop computers in either location
- Laptop Replacements were offered to 460 members of the FAS whose primary device was a desktop computer
    - **154 opted to replace desktops with laptops**
    - These machine replacements span 50 separate FAS departments
    - Those who did not opt in can still select a laptop at the time of their next refresh
- Peripherals were offered by department wherever the DA deemed necessary
    - **500 individual people opted to receive additional peripherals**
    - These peripheral requests span 54 separate FAS departments
- Over 3000 individual touchpoints between the equipment selection, appointments, and deliveries to campus locations and private homes
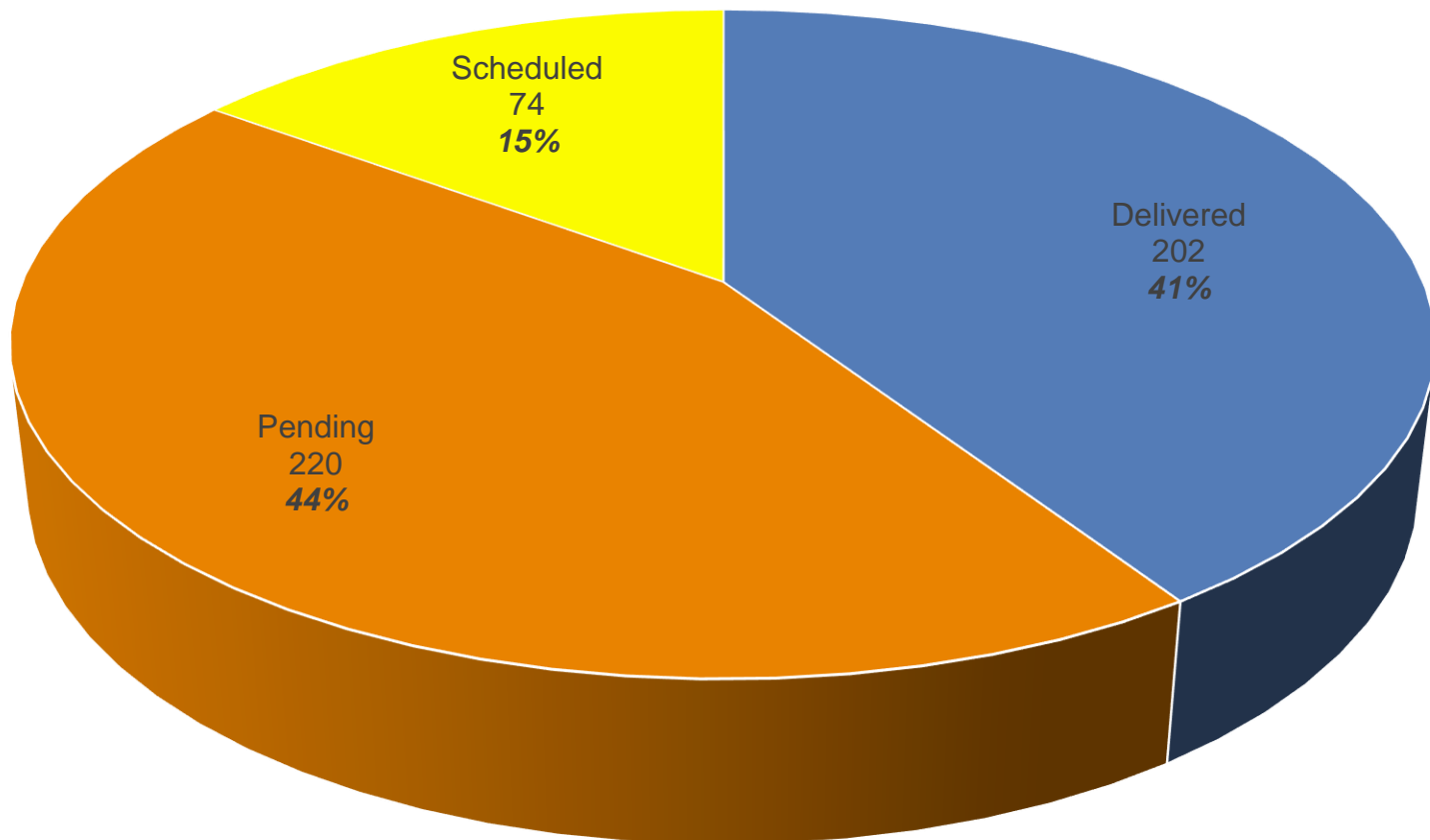
# Technology for Hybrid Work by the Numbers
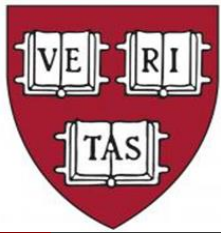
## Desktop Replacement Progress



On Hold
6
4%

Pending
17
*11%*

Scheduled
15
*10%*

Complete
117
*75%*
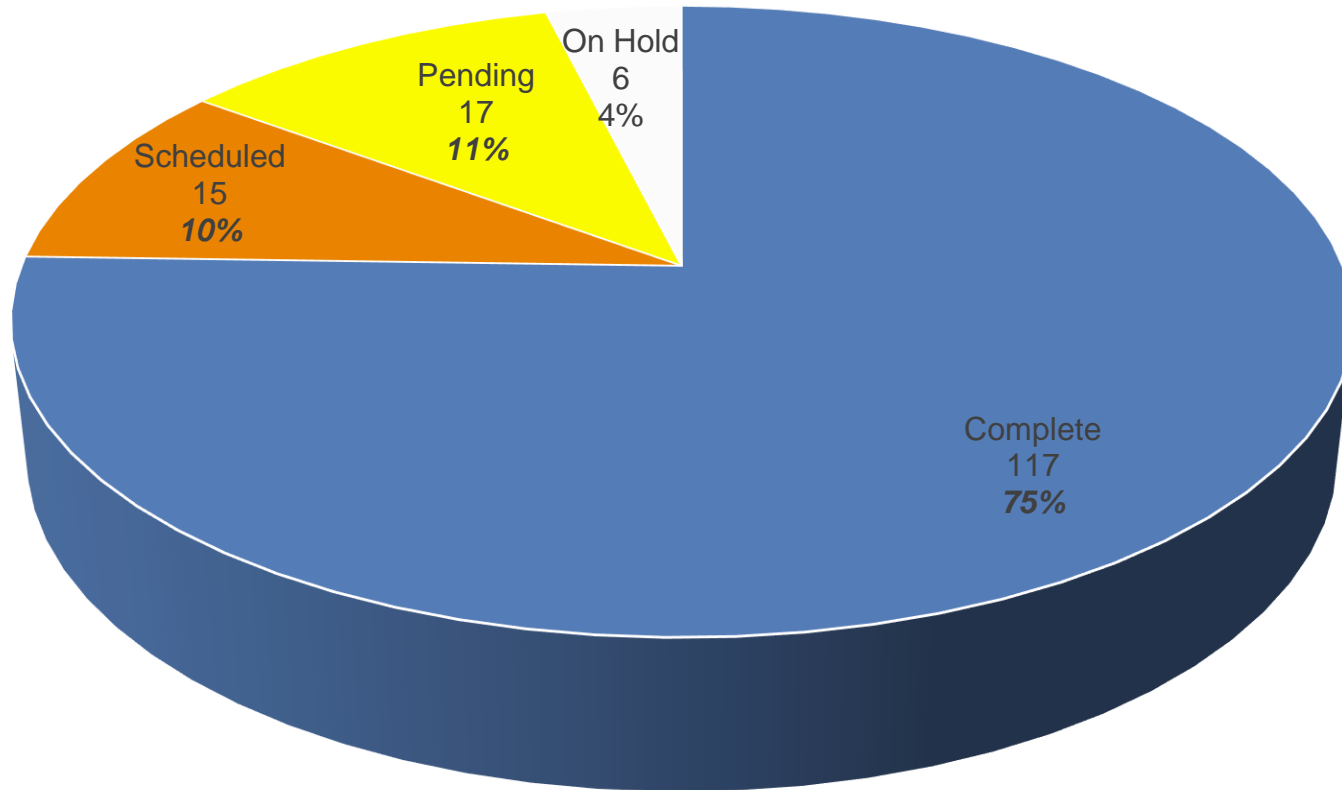
# Technology for Hybrid Work by the Numbers

## Peripheral Delivery Progress



Scheduled
74
*15%*

Delivered
202
*41%*

Pending
220
*44%*

# Thank You

- This effort is only possible because of the collaborative efforts of a very dedicated group of people
  - FAS Department Administrators
  - Mary Ann Bradley
  - Stephanie Nasson
  - Jenny Lay
  - Matthew McDonald
  - Lillian Delgado
  - David Cloutier
  - Robert Heywood
  - Todd Sears
  - David Sobel
  - Kyle Baxter
  - Eric Tilton
  - John Murphy
  - Anthony Cruz
  - Patrick Healey
  - Emmanuel Taborda

# Summer Training survey

- As in the past, the Admin Ops team will be sending a brief survey to capture the training needs for you and your teams for the summer

- Select from our top 5 applications

- Check YE calendar for additional training opportunities!

# SPECTRA Clinic

- *SPECTRA (Supplemental Pay, Effort Commitment Tracking and Request Application),* in accordance with Harvard's Effort Reporting Policy, allows University faculty to certify their time to sponsored awards commensurate with the committed effort expended on activities they perform. Payroll charges to sponsored awards, and cost sharing recorded for faculty, serve as the initial data points for the University's effort reporting system.

- ***Drop-in Clinic*** *- June 8th from 9:30 -10:30 am*
  - *Hosted by subject matter experts from FAS Research Administrative Services, FAS Office of Finance and Administrative Operations who will showcase functionality in the system while assisting you with entering supplemental salary requests provided/submitted by faculty members.*

  - https://trainingportal.harvard.edu/Saba/Web_spf/NA1PRD0068/common/ledetail/cours000000000019802

# RoomBook (EMS) Plug-in

• As of April 18<sup>th</sup>, the RoomBook desktop application and plug in were updated.

• To upgrade the EMS Desktop Client, users navigate to http://roombook.fas.harvard.edu/EmsDeskTopWebDeploy/

• To upgrade the EMS Outlook Plugin, users navigate to https://roombook.fas.harvard.edu/emsforoutlookwebdeploy