INFORMATION AND TECHNOLOGY SERVICES

Diversity, Equity, and Inclusion Strategic Plan

Five-Year Strategic Objectives, Measures, and FY18 Actions

DIVERSITY, EQUITY & INCLUSION

I. Overview

At the University of Michigan, our dedication to academic excellence for the public good is inseparable from our commitment to diversity, equity, and inclusion. It is central to our mission as an educational institution to ensure that each member of our community has full opportunity to thrive in our environment, for we believe that diversity, equity, and inclusion are key to individual flourishing, educational excellence, and the advancement of knowledge.

Goals for Diversity, Equity, and Inclusion

Diversity

We commit to increasing diversity, which is expressed in myriad forms, including race and ethnicity, gender and gender identity, sexual orientation, socioeconomic status, language, culture, national origin, religious commitments, age, disability status, and political perspective.

Equity

We commit to working actively to challenge and respond to bias, harassment, and discrimination. We are committed to a policy of equal opportunity for all persons and do not discriminate on the basis of race, color, national origin, age, marital status, sex, sexual orientation, gender identity, gender expression, disability, religion, height, weight, or veteran status.

Inclusion

We commit to pursuing deliberate efforts to ensure that our campus is a place where differences are welcomed, different perspectives are respectfully heard, and where every individual feels a sense of belonging and inclusion. We know that by building a critical mass of diverse groups on campus and creating a vibrant climate of inclusiveness, we can more effectively leverage the resources of diversity to advance our collective capabilities.

Vision for Information & Technology Services

We commit to diversity, equity and inclusion as a means to flourish individually, excel professionally, and advance knowledge in information technology at U-M. We will accomplish this by fostering a climate rooted in mutual respect, drawing on intellectual strength, and producing innovative solutions from the synergy of our people.

II. Planning Process Used

Joint Planning Efforts with B&F Units

When the university DEI effort was launched, Information & Technology Services (ITS) was part of Business & Finance (B&F). ITS originally participated in the B&F Diversity Working Group (B&F DWG) that was appointed in September 2015 and was charged to oversee the planning process. This group gathered and analyzed qualitative and quantitative data from a variety of sources to inform the development of a strategic plan that accurately addresses the B&F environment. Data used included:

- B&F Employee Satisfaction Survey (2012–2016)
- Human Capital Report data (2014 & 2016)
- Employee engagement activities (November–December 2015)
- B&F electronic survey results (November 2015)

Employee Satisfaction Survey

Using data from the B&F Employee Satisfaction Survey, which is conducted every two years, members of the B&F DWG consulted with advisors from the ADVANCE Program and the Office of the Vice Provost for Equity and Inclusion to develop and test constructs for measuring the B&F employee climate. These constructs included:

- Valued (Do you feel valued?)
- Listened to (Are you listened to?)
- Fairly treated (Are you treated fairly?)
- Respect (Are you treated with respect?)
- Belonging (Do you feel like the U-M is your university, as if you belong here?)

The team analyzed survey questions asked in 2010, 2012, 2014 and 2016 that aligned with these constructs to create a climate assessment.

Human Capital Report data

The university's Human Capital Report provides critical data for human resource decision-making. Access to the reporting tool was provided to a limited number of staff members, including the planning group, to analyze employee data, provide a Demographic snapshot, and show trends. Demographics analyzed included:

- Gender
- Race
- Age
- Years of service
- Retirement eligibility

Employee Engagement Activities

Beginning in November 2015, units conducted activities to engage staff members in diversity, equity, and inclusion discussions. The group developed a list of five questions that were used consistently across B&F, and unit leads customized activities such as town hall events, small group discussions, printed comment cards, and common areas posters for open employee comments. Input was gathered and analyzed by the planning leads to identify pervasive themes.

Electronic Survey

In November 2015, an electronic survey was distributed to all B&F staff, which at the time included ITS. Responses were confidential, giving staff an additional opportunity to provide input in a private manner. The survey generated 433 responses. Survey results were compared with engagement activity results to further identify consistent themes and look for any significant unit differences.

Synthesis

The ITS committee for DEI leveraged the findings from multiple engagements within ITS and from B&F to create this draft recommendation that would apply to all of ITS. The findings and recommendations were presented to ITS senior staff for their feedback and direction.

III.   Additional ITS Planning Process

Additional ITS Planning Activities

Kelli Trosvig was named vice president for information technology and chief information officer in November 2016. With this appointment, ITS no longer resided under the B&F organizational umbrella. As such, ITS was encouraged to develop an independent DEI plan that more fully reflected specific ITS unit findings, trends, and demographics. To achieve this goal, ITS convened a planning committee which included:

- Jane Berliss-Vincent
- Ken Caldwell
- Rene Derieux
- Dana Fair
- Rick Getchell
- Monica Hickson
- Jeanne Horvath
- Diane Jones
- Jeanne Mackey
- Matt Martin
- Mark Personett
- Amy Peters
- Karen Sloan
- Dima Tawakkol
- Yin Thai

The committee systematically reviewed all of the data from the ITS-specific Employee Satisfaction Survey, Human Capital Report, Employee Engagement, Electronic Survey, and SWOT Analysis. The decision was made not to engage in additional data gathering or employee engagement activities due to the deadlines for DEI plan submission. Instead, the team reviewed each action plan line item with details and accountabilities from the B&F DEI plan. The team:

- Removed several line items which were specifically added to the B&F plan to address trends and issues from other B&F units
- Revised many line items to more directly address known ITS trends and data
- Added several line items to include other activities the planning team felt were important
- Conducted an ITS Focus Group and a formal review with ITS Forum members
- Updated the climate assessment data in June of 2017, to reflect ITS Staff for 2016.

IV. Data Analysis: Key Findings

Climate Evaluation from B&F Employee Satisfaction Survey

Below is the analysis of the 2014 and 2016 climate data gathered from the B&F Employee Satisfaction Survey using the five climate constructs mentioned above. As a whole, the ITS climate rating averaged seven or above on a ten-point, agree-disagree scale.

ITS Employee Satisfaction Survey: Climate Scores – 2014 & 2016

	N	Valued	Listened To	Fairly Treated	Respect	Belonging
ITS 2014	682	7.65	7.83	7.71	8.61	8.44
ITS 2016	726	7.62	7.76	7.56	8.59	8.39

*N is the number of people that responded for each department, not the actual number of employees.

Below are key findings about Tenure in the 2014 survey.

- Those that have worked in ITS for more than 11 years showed statistically significantly lower climate scores than those that have worked in ITS for less than 5 years for all climate items except for Belonging.

Demographic Analysis

As a whole, the Information and Technology Services staff community is comprised of more males (61% male) than females, has 38.6% minority members, and has an average age of 46.

ITS Employee Profile (As of November 2016)						
Headcount	**Female (%)**	**Male (%)**	**Minority (%)**	**Avg. Age**	**Avg. Years of Service**	**Eligible to Retire (%)**
746	38.6	61.4	20.1	45.7	12.5	18.8

ITS Trends by Race/Ethnicity Demographics						
Demographic	**2012**	**2013**	**2014**	**2015**	**2016**	**4-year CAGR***
American Indian or Alaska Native	3	3	2	2	1	-24.02%
Asian	53	57	56	61	59	2.72%
Black or African American	32	35	35	39	40	5.74%
Hispanic or Latino	12	14	16	20	20	13.62%
Two or More	12	12	17	17	20	13.62%
White	540	566	543	586	596	2.50%
Unknown	13	11	11	8	10	-6.35%
Total	**665**	**698**	**680**	**733**	**746**	**2.92%**

*CAGR=Compound Annual Growth Rate

Salary Study by Range and Race

When looking at a series of salary ranges sorted by race, the highest grouping of ITS staff (471) falls into the salary range, $50,000–99,999. Within this range, 17% are people of color compared to 82% white, with 1% unidentified. By comparison, in the $125,000+ range, 24% are people of color compared to 76% white.

 ITS anticipates a higher than normal amount of turnover due to retirements in the next five years. According to the data, 37% of all ITS staff (263) will be eligible to retire by 2022 and 18% are eligible now. 84% non-managerial employees (221) are eligible to retire by 2022 and 39% of staff are projected to do so by 2022. This presents a challenge, but also an opportunity, for Information and Technology Services to develop a pipeline of existing staff to fill these roles and continue to recruit, hire, and retain a diverse workforce at all levels.

Analysis of Direct Input from B&F Community

Employee engagement activities within B&F provided feedback and suggestions for ways to improve the diversity, inclusivity, and equitability of our climate and services. The responses from these activities and the companion electronic survey identified the following categories to focus upon:

- Provide education and develop DEI skills
- Hiring and HR practices
- Supervision
- Career development and advancement
- Build strong teams
- Celebrate cultural differences
- Change the culture
- Nothing more is needed
- Empowerment
- Keep going with current efforts

DEI current climate responses were mixed.

Positive Responses

- Good work/life balance
- Improved diversity in unit's workforce in the last decade
- Satisfaction the unit is committing to diversity, equity, and inclusion through this initiative
- Opportunities for training and skill development

Negative Responses

- Lack of opportunities for advancement
- Not enough women of color
- Lack of minorities in leadership positions
- Need for managers to have more training on diversity-related topic

IV. Strategic Objectives, Measures of Success and Action Plans*

ITS is comprised entirely of staff who are the main constituency of this plan. Except where specified, the plan pertains to all ITS staff. ITS senior leadership has identified a limited number of strategic objectives to further university-wide goals for DEI. These have been aggregated into four domains determined by the university. Each of these strategic objectives is accompanied by success measures that will be tracked over time, as well as descriptions of single- and, in some cases, multiple-year actions ITS will take to accomplish those objectives.

Below are the high-level, five-year strategic objectives for each of the four domains (A-D), agreed to by the ITS DEI committee based on the data and recommendations collected and, the analysis performed in this process.

A. Recruitment, Retention and Development

- A1. Enhance career path development and advancement opportunities.
- A2. Cultivate an inclusive and diverse applicant pool in an effort to attract and maintain a diverse staff population

B. Education and Scholarship

- B1. Invest in and build cultural competency.

C. Promoting an Equitable and Inclusive Community

- C1. Promote and raise awareness of ITS commitment to DEI.
- C2. Enhance the ITS culture and workplace through events, communication, and employee engagement.
- C3. Evaluate and develop a robust accountability system and techniques for conflict identification and resolution.

D. Service

- D1. Enhance foundation to provide accessibility to all faculty, staff and students
- D2. Commit to helping the university better understand DEI as it relates to computing and IT
- D3. Build in DEI principles as a foundation for the service delivery model.

For additional detail on assignments, timelines, and accountabilities, see Section VI.

All strategic objectives and related actions will be pursued in accordance with the law and university policy.

VI.   Goal-related Metrics

Universitywide and ITS metrics

The university will announce and publish benchmark data of the metrics relating to the three goals of the strategic plan for DEI. ITS senior staff will identify "local" versions of these measures which, as they are tracked across time, will demonstrate the impact of the strategies and actions on the three goals.

VII. Action Planning Tables with Details and Accountabilities

A. Recruitment, Retention and Development

Strategic Objective	Measures of Success	Detailed Actions Planned (measurable, specific	Group/Persons Accountable
A1. Enhance career path development and advancement opportunities.	Add language to FY 2018 work plans indicating that ITS staff should attend at least one DEI-related activity	**A1.1** Develop, communicate, and implement guidelines for ITS staff that outline specific expectations for annual participation in career development activities each year (building on the existing U-M Staff Development Philosophy).	ITS - HR
	Review, compile and analyse data from the Campus Staff Climate report by Winter of 2018 and provide recommendations	**A1.2** Evaluate professional development planning options for ITS that support an environment in which all employees are enabled to perform to the best of their abilities and to find growth, enrichment, and/or mentoring in their career.	ITS - HR
A2. Cultivate an inclusive and diverse applicant pool in an effort to attract and maintain a diverse staff population.	Develop a plan to train and/or retrain managers on the ITS hiring selection process. Enroll 5% of managers in the program.	**A2.1** Strengthen the ITS Hiring and Selection process by expanding and requiring existing training for those involved in hiring to ensure consistent use of guidelines and understanding of the importance of creating a diverse pool of applicants. Revise ITS Hiring Process guidelines to represent diverse perspectives,roles and needs.	ITS - HR
	Partner & participate with UHR activities to identify ways to improve hiring practice, including tools like M-Pathways. Include at least one or two people on the hiring committee who are part of another area of ITS and who represent diverse perspectives and roles.	**A2.2** Evaluate hiring practices (including the selection of hiring teams) and demographic trends in qualified applicant pools, interview pools, and selected candidates. Recommend change to the process that may better support ITS commitment to a diverse workforce.	ITS - HR

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Strategic Objective	Measures of Success	Detailed Actions Planned	Group/Persons Accountable
	Every ITS job posting should include the boilerplate language by May 2018	**A2.3** Incorporate commitment to DEI into the Hiring and Selection process for all ITS positions by adding expanded boilerplate language to job postings and by adding questions to the interview process.	ITS - HR

B. Education and Scholarship

Strategic Objective	Measures of Success	Detailed Actions Planned	Group/Persons Accountable
B1. Invest in and build cultural competency.	Create a DEI expectation framework and incorporate into the work planning and Annual Performance Evaluation process	**B1.1** Create an expectation that understanding DEI issues and gaining workplace skills to use that knowledge is part of ITS Staff development. Year One: Communicate the new ITS DEI plan to all ITS employees and highlight the expectations of staff and managers. Include a section in the performance evaluation for managers and staff to reflect on DEI situations in their team during the previous year and how they approached each situation. Year Two: Include open-ended questions about DEI understanding and workplace skills in performance evaluations for all staff members.	ITS - Organization Development
	Send a survey to all ITS staff to assess their understanding of DEI principles. OR host a "diversity cafe" or two and capture the discussions. Analyze and provide recommendations for training curriculum.	**B1.2** Assess and report on how well ITS members understand DEI issues and whether they possess skills to apply that knowledge. Year One: Define performance measures, pre-assess ITS Staff understanding of DEI issues and skills, and create an assessment plan. Year Two: Implement an assessment to measure DEI understanding and workplace application skills of all ITS employees.	ITS - Organization Development

| | Define a recommended DEI training curriculum for ITS, and meet the goals of training 10–20% of staff in Year 1, and 50–60% in Year 2. | **B1.3** Identify or create a training curriculum for ITS employees to develop skills related to DEI (e.g., unconscious bias, bystander intervention skills, facilitating dialog, etc.)

Year One: Pilot ITS DEI training curriculum with a cross-functional group of ITS managers, supervisors, and staff (10-20% of staff). Evaluate and modify as needed.

Year Two: Implement the ITS DEI training curriculum and train 50-60% of ITS staff. | ITS - Organization Development |

C. Promoting an Equitable and Inclusive Community

Strategic Objective	Measures of Success	Detailed Actions Planned	Group/Persons Accountable
C1. Promote and raise awareness of ITS's commitment to DEI.	Administer an all-staff survey AND facilitate a town hall or diversity cafe' activity by the end of FY 2018.	**C1.1** Increase awareness of ITS commitment to DEI, components of the five-year plan, progress toward the action items, and the outcomes measured as a result.	ITS committee for DEI and sub-committees
	Provide timely communications templates to Supervisors and Managers, for distribution and promotion of events to their teams.	**C1.2** Assess that ITS staff are connecting specific DEI events to the larger ITS and university DEI efforts. Encourage supervisors and managers to promote events and allow staff the flexibility to attend.	ITS committee for DEI and sub-committees
C2. Enhance the ITS culture and workplace through events, communication, and employee engagement.	Engage each ITS area, working with them to plan/host one DEI activity for all of ITS	**C2.1** Encourage each ITS team, group, or area to hold at least one DEI activity, as recommended by the ITS committee, to raise awareness of DEI issues.	ITS committee for DEI and sub-committees

	Create and implement a process/method to collect DEI-related feedback from ITS staff.	**C2.2** Create a channel to collect and evaluate anonymous requests from ITS staff and campus to improve access or inclusivity, paying particular attention to the accessibility and inclusivity of ITS facilities, technology, and information (e.g., gender-neutral bathrooms). Year Two: Take action to improve, if possible, at least three DEI-related facility or technology issues affecting ITS staff.	ITS committee for DEI and sub-committees
	Establish a committee that represents all areas of ITS with a two-year rotation.	**C2.3** Establish a diversity committee, representing ITS portfolios, that will help deliver and implement the DEI plan and its proposed activities.	Executive Director for Administration
C3. Develop means for resolving conflicts and providing all staff members with opportunities for education and training related to conflict resolution	Provide ITS Staff with easy access to find links & training related to conflict resolution.	**C3.1** Identify U-M and other local resources for conflict resolution education and training.	Executive Director for Administration
	Create an ITS conflict resolution policy and procedures.	**C3.2** Define ITS conflict resolution policies, processes, procedures and, training programs.	
	Measure if staff members are aware of policies and resources for conflict resolution	**C3.3** Communicate ITS conflict resolution policies, processes, and procedures to all ITS staff.	

D. Service

Strategic Objective	Measures of Success	Detailed Actions Planned	Group/Persons Accountable
D1. Enhance foundation to provide accessibility to all faculty, staff and students	Provide a report based on review of ServiceLink data and encourage questions about equity to be added to future ITS surveys.	**D1.1** Compile data related to service delivery to ensure ITS is promoting an equitable and inclusive environment, and identify areas where the organization can increase the level of service above current and/or legally-required levels. This data would include such areas as accessibility to technology and information, etc.	Executive Director for Applications

	Review reports from D1.1 activities and identify at least three priority areas where improvement can be made and quantified.	**D1.2** Determine specific gaps in service delivery related to accessibility, make recommendations to those areas inside or outside of ITS that are most effectively positioned to address gaps, and track as possible the status of outcomes to recommendations.	Executive Director for Applications
D2. Commit to helping the university better understand DEI as it relates to computing and IT.	Support and align with accessibility initiatives such as the Accessibility SPG, and identify other applicable universal design features.	**D2.1** Recommend, advise, and facilitate DEI best practices in IT, and develop a means to convey this information to schools, colleges, and units on the Ann Arbor, Dearborn, and Flint campuses and Michigan Medicine.	Executive Director for Applications
D3. Build in DEI principles as a foundation for the service delivery model.	Create a list of principles that can be shared within ITS and with the rest of campus.	**D3.1** Develop DEI guiding principles for ITS services, products, technologies, and capabilities, and explore how best to implement these in both in-house product development and in selecting and acquiring products from third-party vendors.	Executive Director for Applications

VIII.   Plans for Supporting, Tracking and Updating the Strategic Plan

Diane Jones, executive director of ITS Administration, is the key contact for stewardship of the ITS plan in FY18 with support of the ITS executive leadership team. She will be assisted by the ITS DEI committee in tracking and supporting the plan implementation.

The DEI committee will present a status report on progress on the plan to the ITS senior staff in February 2018. In addition, they will present a final review and evaluation of Year One success measures and accomplishments against the plan by May 2018. Year Two recommendations will be discussed by ITS senior staff and the ITS committee for DEI beginning by June 2018 (or earlier, if budget implications need to be included in the FY19 budget discussions).

Fall of 2017, we anticipate receiving data from the 2017 U-M All Staff Climate Survey on Diversity, Equity and Inclusion. ITS DEI Committee will analyze this data to identify areas of improvement in ITS' culture and develop mitigation plans to address concerns among ITS staff. The committee will triage these so that we may address some during our first year, and designate others for inclusion in next year's plan.

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ITS Vision for Diversity, Equity, and Inclusion

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