Information and Technology Services

Diversity, Equity and Inclusion Strategic Plan | FY 2025

Strategic Plan Overview

The University of Michigan President's Diversity, Equity & Inclusion Charge

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 & Inclusion

Diversity – We commit to increasing diversity, which is expressed in myriad forms, including race and ethnicity, gender and gender identity, sexual orientation, socio-economic status, language, culture, national origin, religious commitments, age, (dis)ability 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.

Mission, Vision, Values of Information and Technology Services

ITS commits 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.

Key Strategies & Constituencies*

The ITS staff members are the main constituency of this plan. Except where specified, the plan pertains to all ITS staff. Our DEI team, supported by senior leadership, has identified a limited number of strategic objectives to further university-wide goals for DEI. These have been aggregated into the three distal objectives determined by the university. Each of these strategic objectives is accompanied by metrics 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.

ITS is committed to ensuring all staff are valued and supported. Our pathway for conflict resolution aligns with policies outlined for staff in the University Standard Practice Guide. If a conflict arises, staff are encouraged to speak first with ITS HR. If necessary, ITS HR will elevate the issue to University Human Resources and/or the Equity, Civil Rights and Title IX office, as necessary. As we also employ students in ITS, we elevate relevant issues to the Office of student conflict resolution, as necessary. All employees are informed of these practices, and we provide training when needed (for instance, all ITS staff went through Campus Commitments training).

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

Implementation Highlights and Planning Process Used

Planning Leads

Diane Jones, *Sponsor*

Karen Lusty

Claire Tucker

Keila Walton

Implementation Highlights

The implementation highlights include digital accessibility consultation, comprising of several detailed accessibility reviews. 10 new digital accessibility training modules were published, and 4 live training sessions were conducted. Additionally, regular engagement activities include weekly meditation sessions and participation with the ITS DEI Passport. The passport is updated with a new DEI topic monthly and highlights several opportunities to engage in relevant synchronous and asynchronous DEI activities throughout the month.

Leadership support was crucial in making the first year of the DEI 2.0 strategic plan a success within ITS. ITS leaders are strong advocates, making sure diversity, equity, and inclusion is a key part of our core values and everyday operations. DEI is included in our annual review conversations. We reflect on a DEI quote at the start of every Service Owner/Service Manager meeting. Leaders also helped build a culture of inclusion by calling out DEI celebrations and activities regularly. Their backing was essential

in encouraging participation in major events like the MLK Convocation, IA-sponsored Movie Night, and the Juneteenth symposium. This top-down support not only made DEI efforts more credible but also motivated staff at all levels to get involved, ensuring everyone worked together towards the strategic goals.

Planning Process Summary

The ITS DEI core team presented the results of our 2021 unit climate survey at an all-staff meeting in October 2022. Division climate survey results were discussed individually with Executive Directors, several lead teams, and all-team meetings from November 2022 to February 2023. Giving autonomy to each division, leadership made a plan to socialize climate survey results amongst their staff. ITS Organizational Development created an post-climate survey Employee Engagement Toolkit to address strategies for discussion and facilitation of activities.

Core team leads facilitated 10 virtual focus group sessions open to all ITS staff from February to March 2023. The questions and content discussed in these sessions were an extension of the gaps acknowledged in our 2021 climate survey results. This data was then coded and generated themes that are prevalent throughout our strategic objectives for DEI 2.0. In drafting the strategic plan, stakeholders were offered space to contribute and finalize measures of success. This plan was approved by VPIT-CIO Ravi Pendse in early May 2023.

The ITS DEI core team and implementation leads conducted a thorough review of the relevance and status of the DEI 2 Year 1 strategic objectives. The insights gained from this evaluation have informed our approach to the Year 2 strategic plan. In light of the successful implementation and positive outcomes of the DEI 2.0 Year 1 strategic initiatives, updates to the DEI 2.0 Year 2 strategic plan are not required at this time. The strategies and initiatives executed in Year 1 have effectively advanced our diversity, equity, and inclusion goals, providing a robust framework for continued progress. We will build on the successful foundation established in DEI 2.0 Year 1. Our commitment to DEI remains steadfast, and we will further these efforts in the coming year to promote an even more equitable and inclusive environment.

Data and Analysis: Key Findings

Demographic Analysis

ITS Trends by Gender, Minority Status, and Age (As of May 2023)

Year	Headcount	Female (%)	Male (%)	Minority (%)	Avg. Age	Avg. Yrs. of Service
2016	746	38.6	61.4	20.1	45.7	12.5
2017	685	36	64	18	46	12.1

2018	672	35	65	20	46	12.7
2019	657	36	64	20	47	12.7
2020	651	36	64	21	47	14
2021	656	39	61	19	47	14.2
2022	655	40	60	22	47	14.2

ITS Trends by Race/Ethnicity Demographics (As of May 2023)

Demographic	2016	2017	2018	2019	2020	2021	2022
American Indian or Alaska Native	1	1	0	0	0	0	0
Asian	59	58	59	60	56	55	59
Black or African American	40	33	36	37	37	38	46
Hispanic or Latino	20	19	19	18	18	22	22
Two or More	20	14	14	16	16	23	24
White	596	551	536	517	515	578	578
Unknown	10	9	8	9	9	8	8
Total	**746**	**685**	**672**	**657**	**651**	**656**	**655**

Key Findings, Themes and Recommendations

Themes from the 2021 Climate Survey Results:

A university-wide climate survey was facilitated in October to December 2021. Quantitative results were received by ITS in March 2022. The following themes were derived from the overall ITS data:

- *Inclusivity***:** Climate survey demographics showed a majority white and male population in ITS. We continue to make strides in recruitment and retention to diversify our applicant pools and retain a broadly diverse staff. Most ITS staff report they feel a sense of belonging and support One ITS.

- *Equal Opportunity:* Most ITS staff report they feel valued and respected within the organization by which leaders and colleagues consider their ideas seriously and opportunities for professional success are equitable.

- *Commitment to DEI:* Most ITS staff report they acknowledge ITS' commitment to diversity, equity, and inclusion that contributes to their overall workplace satisfaction.

Themes from the 2023 Focus Groups:

ITS staff were invited to participate in a series of virtual focus groups from February to March 2023. The following themes were derived from the overall data:

- *Inclusivity:* Most ITS staff members report wanting to feel a sense of belonging within the organization. Staff report there are actions leadership facilitate that do encourage a welcoming environment; as such, in a post-pandemic flexible workplace, we want to continue to provide opportunities for a shared community.

- *Equity:* Most ITS staff members report a sense of an improved equitable environment through flexible working. Post-pandemic, ITS has facilitated a hybrid workplace by which teams can navigate in-person, remote, and hybrid opportunities. Staff indicate this "levels the playing field" by allowing accessible participation across mediums.

- *Open Communication:* Most ITS staff members report strong lines of communication from leadership, down to teams, and across divisions. ITS places high value on weekly emails from the VPIT-CIO and monthly Town Halls which acknowledges and recognizes the work we are contributing to across campus and upcoming priorities. Staff report improved relationships with leadership at all levels.

Recommendations

Based on the analyzed data and through communication with stakeholders, ITS recommends the following overarching priorities for DEI 2.0:

- ITS will foster an inclusive environment where everyone feels valued, respected, and included. We will continue to encourage open communication, celebrate diversity, and address incidents of unlawful bias or discrimination promptly.

- ITS will create a plan to mitigate implicit bias in the workplace to ensure staff are evaluated based on skill, contributions, and achievements. Staff will be provided with equitable opportunities aligning with their career path.

- ITS will encourage and support diversity and inclusion initiatives such as employee resource groups, mentorship programs, and community outreach. All opportunities to participate will be open to all ITS staff without regard to race/ethnicity, sex or other protected identity characteristics

- ITS, in alignment with SPG 601.20, will develop a plan to ensure accessibility in all facets of our workplace and work products.

Strategic Objectives, Measures of Success and Action Plans*

The Information and Technology Services plan covers all ITS constituencies. The strategic objectives needed to further the university-wide goals of diversity, equity and inclusion have been aggregated into three distal objectives determined by the University. Each of these strategic objectives is accompanied by metrics that will be tracked over time, as well as descriptions of single and multiple year actions we will take to accomplish those objectives. For additional detail on assignments, timelines and accountabilities, see the Action Planning Table.

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

People (Recruit, Retain & Develop a Diverse Community)

Strategies and action items for **People** are designed to bolster and extend the work of all units by introducing effective programs and procedures aimed at recruiting, retaining, and supporting a diverse campus community. DEI-related recruitment and retention efforts across campus reflect the varied needs and goals of specific units and groups.

Strategic Objective A1: Enhance career path development and advancement opportunities.

Constituencies: Staff
Actions:
- **A 1.1** Develop an Organizational Development department focused on training and talent management. This department will create and execute an approach to hiring additional staff resources to:
  - Develop training, facilitate workshops, and path career advancement within the organization
  - Manage programs related to emerging talent, succession planning, and organizational change
- **A 1.2** Provide guidelines for career path development by:
  - Develop and implement supervisor/manager/executive-level career pathing strategies

- ○ Review and evaluate existing skills within the organization
- **A 1.3** Communicate advancement opportunities to internal ITS staff by developing and implementing a method of consistent communication of available opportunities

Metrics:
- **A 1.1** # of training and workshop opportunities, % growth of participation towards emerging talent programs
- **A 1.2** % of career pathing strategies completed, % of skills assessment inventory completed
- **A 1.2** # of job postings communicated

Primary DEI Goal: Diversity, Equity

Strategic Objective A2: Recruit and retain a diverse staff population.

Constituencies: Staff

Actions:
- **A 2.1** Develop a mandatory unconscious-bias in hiring training program for all hiring managers and committees. All hiring managers and committees are required to complete U of M sanctioned unconscious bias in hiring training. Additionally, identify and develop a curriculum for hiring managers and committees to leverage resources for candidate review and interview facilitation.
- **A 2.2** Develop retention mitigation strategies by assessing on-going exit interviews. To do so, we will:
  - ○ Encourage completion of exit interviews for departing staff
  - ○ Consult ITS HR to plan use of exit interview data to inform retention challenges
- **A 2.3** Develop staff well-being and job satisfaction strategies to support retention. Cultivate and promote a process for staff affinity groups) to form. Over five-years, create sustainable spaces and opportunities for staff to socialize and find community.

Metrics:
- **A 2.1** # of hiring managers with completed training, # of unconscious bias in hiring workshops, % of unconscious bias in hiring curriculum completed
- **A 2.2** # of exit interviews completed, % of change in retention and turnover
- **A 2.3** # of affinity groups established, # of socialization opportunities offered

Primary DEI Goal: Diversity, Equity, Inclusion

Process *(Create an Equitable and Inclusive Campus Climate)*

Strategies and action items for **Process** are designed to support and strengthen the development of policies, procedures, and practices that create an inclusive and equitable campus climate and encourage a culture of belonging in which every member of our community can grow and thrive.

Strategic Objective B1: Continue building awareness of ITS commitment to DEI, with renewed emphasis on the five-year plan, and the outcomes measured as a result.

Constituencies: Staff

Actions:
- **B 1.1** Facilitate discussions of the proposed five-year plan objectives and action items. To do so,

we will:
- ○ Continue to socialize DEI 2.0 Strategic Plan with ITS All Staff
- ○ Provide executive leadership with communication strategies to encourage participation in DEI 2.0
- **B 1.2** Seek input from staff on strategic plan updates and revisions for Year Two. To do so, we will:
  - ○ Facilitate staff focus groups in winter 2025
  - ○ Plan and execute DEI committee retreat in winter 2025 focused on strategic planning
  - ○ Consult executive leadership in strategic planning by attending at least one Sr. Staff meeting annually

Metrics:
- **B 1.1** # of staff present at DEI 2.0 roll-out, % of executive leadership communications facilitated
- **B 1.2** # of focus groups facilitated, # of planning retreats facilitated, # of Sr. Staff meetings attended for feedback

Primary DEI Goal: Inclusion

Strategic Objective B2: Enhance the ITS culture and workplace through events, communication, and employee engagement.

Constituencies: Staff

Actions:
- **B 2.1** Ensure ITS staff are connecting DEI events to the larger university efforts and within ITS. Develop a communication strategy for executive leadership to ensure staff are informed of DEI opportunities. Additionally, we will support staff in utilizing Innovation Fridays for DEI learning or participation by offering at least one virtual DEI-event per quarter during this designated time.
- **B 2.2** Emphasize and recognize staff participation in DEI activities through formal and informal channels. To do so, we will:
  - ○ Create a required section on staff annual reviews to recognize DEI participation
  - ○ Promote and communicate the use of internal DEI Slack channel

Metrics:
- **B 2.1** % of executive leadership communications facilitated, # of virtual DEI-events planned during Innovated Fridays
- **B 2.2** % of staff utilizing DEI participation section on annual review self-reflection, # of promotions relevant to internal DEI Slack channel

Primary DEI Goal: Diversity, Equity, Inclusion

Products *(Support Innovative and Inclusive Teaching, Research, and Service)*

Strategies and action items for **Products** are designed to integrate DEI solutions into our educational program offerings and teaching methodology, and to ensure scholarly research on diversity, equity and inclusion, and the scholars who produce it, are valued and supported.

Strategic Objective C1: Enhance foundation to provide accessibility to all faculty, staff and students.

Constituencies: Staff

Actions:

- **C 1.1** Determine specific gaps in service delivery related to accessibility, make recommendations to those areas inside ITS that are most effectively positioned to address gaps, and track as possible the status of outcomes to recommendations. To do so, we will:
  - Share DEI and IT best practices with cross-campus IT units
  - Increase digital accessibility awareness and learning among ITS staff
  - Advance maturity of digital accessibility services, as determined by team and stakeholders
  - Develop and begin implementation of ITS accessibility strategic plan
  - Contribute to development and initial implementation of university accessibility strategic plan
  - Incorporate accessibility into more ITS processes and procedures

Metrics:

- **C 1.1** # of accessibility consultations with campus partners, % change of maturity in digital accessibility strategy

Primary DEI Goal: Equity, Inclusion

Strategic Objective C2: Educate our community on DEI topics to promote a safe and supportive environment for all members to work, learn, and thrive.

Constituencies: Staff

Actions:

- **C 2.1** Identify training resources for ITS employees to develop skills related to DEI. To do so, we will:
  - Develop and communicate ongoing content for DEI Passport implementation monthly
  - Continue to promote internal DEI calendar and other virtual mediums to showcase University DEI events
  - Develop DEI-related e-learning for New Hire Orientation materials
  - Update and communicate content on ITS DEI website to keep staff informed of ongoing implementation updates
  - Facilitate and promote four DEI-related staff-wide events and/or watch parties annually
- **C 2.2** Promote education and awareness in language for how we interact with colleagues and customers of ITS. Establish a Words Matter Task Force advisory group to:
  - Facilitate a biannual review protocol for the non-inclusive language identified in the recommendations
  - Develop and communicate ongoing content and updates for the recommendations
  - Develop and facilitate training to:
    - Support education and awareness in inclusive language
    - Demonstrate inclusive interactions with colleagues and customers

Metrics:
- **C 2.1** # of DEI Passport participants, # of DEI calendar events posted, % of new hires aware of DEI programs, # of marketing and promotional communications regarding DEI events, # of DEI-related staff-wide events and/or watch parties
- **C 2.2** # of reviews completed, # of content updates, # of training and workshops offered, # of staff participated in training and workshops

Primary DEI Goal: Diversity, Equity, Inclusion

Goal-related Metrics

This section describes the metrics to be provided to ITS in the annual DEI Metrics report for tracking at the unit level. ITS will adopt these measures and track them across time to demonstrate the impact of the DEI strategies and actions on them.

Staff

Demographic Composition:
- Headcount
- Race/ethnicity
- Sex
- Age (Generation cohort)

Climate Survey Indicators (sample indicators listed below):
- Satisfaction with unit climate/environment in work unit
- Assessment of semantic aspects of the general climate in work unit
- Assessment of semantic aspects of the DEI climate in work unit
- Feeling valued in work unit
- Feeling of belongingness in work unit
- Assessment of work unit commitment to diversity, equity, and inclusion
- Perceptions of equal opportunity for success in work unit
- Feeling able to perform up to full potential in work unit
- Feelings of professional growth in work unit
- Feelings of discrimination in work unit

Action Planning Tables with Details and Accountabilities

People *(Recruitment, Retention & Development)*

Strategic Objective	Detailed Actions Plan	Associated Metrics	Group/person accountable
A1. Enhance career path development and advancement opportunities.	**A 1.1** Develop an Organizational Development department focused on training and talent management. This department will create and execute an approach to hiring additional staff resources to: • Develop training, facilitate workshops, and path career advancement within the organization • Manage programs related to emerging talent, succession planning, and organizational change	• # of training and workshop opportunities • % growth of participation towards emerging talent programs	ITS Organizational Development
	A 1.2 Provide guidelines for career path development by: • Develop and implement supervisor/manager/executive-level career pathing strategies • Review and evaluate existing skills within the organization	• % of career pathing strategies completed • % of skills assessment inventory completed	ITS Organizational Development
	A 1.3 Communicate advancement opportunities to internal ITS staff by developing and implementing a method of consistent communication of available opportunities	• # of job postings communicated	ITS Organizational Development, ITS HR
A2. Recruit and retain a diverse staff population.	**A 2.1** Develop a mandatory unconscious-bias in hiring training program for all hiring managers and committees. All hiring managers and committees are required to complete UM sanctioned unconscious bias in hiring training. Additionally, identify and develop a curriculum for hiring managers and committees to leverage resources for	• # of hiring managers with completed training • # of unconscious bias in hiring workshops • % of unconscious bias in hiring curriculum	ITS Organizational Development, ITS HR

	candidate review and interview facilitation.	completed	
	A 2.2 Develop retention mitigation strategies by assessing on-going exit interviews. To do so, we will: ● Encourage completion of exit interviews for departing staff ● Consult ITS HR to plan use of exit interview data to inform retention challenges	● # of exit interviews completed ● % of change in retention and turnover	DEI Committee, ITS HR
	A 2.3 Develop staff well-being and job satisfaction strategies to support retention. Cultivate and promote a process for staff affinity groups to form. Over five-years, create sustainable spaces and opportunities for staff to socialize and find community.	● # of affinity groups established ● # of socialization opportunities offered	DEI Committee

Process *(Promoting & Equitable & Inclusive Community)*

Strategic Objective	Detailed Actions Plan	Associated Metrics	Group/person accountable
B1. Continue building awareness of ITS commitment to DEI, with renewed emphasis on the five-year plan, and the outcomes measured as a result.	**B 1.1** Facilitate discussions of the proposed five-year plan objectives and action items. To do so, we will: ● Continue to socialize DEI 2.0 Strategic Plan with ITS All Staff ● Provide executive leadership with communication strategies to encourage participation in DEI 2.0	● # of staff present at DEI 2.0 roll-out ● % of executive leadership communications facilitated	DEI Committee, ITS Marketing and Communications
	B 1.2 Seek input from staff on strategic plan updates and revisions for Year Two. To do so, we will: ● Facilitate staff focus groups in winter 2025 ● Plan and execute DEI committee retreat in winter 2025 focused on strategic planning ● Consult executive leadership in	● # of focus groups facilitated ● # of planning retreats facilitated ● # of Sr. Staff meetings attended for feedback	DEI Committee

Strategic Objective	Detailed Actions Plan	Associated Metrics	Group/person accountable
	strategic planning by attending at least one Sr. Staff meeting annually		
B2. Enhance the ITS culture and workplace through events, communication, and employee engagement.	**B 2.1** Ensure ITS staff are connecting DEI events to the larger university efforts and within ITS. Develop a communication strategy for executive leadership to ensure staff are informed of DEI opportunities. Additionally, we will support staff in utilizing Innovation Fridays for DEI learning or participation by offering at least one virtual DEI-event per quarter during this designated time.	● % of executive leadership communications facilitated ● # of virtual DEI-events planned during Innovation Fridays	DEI Committee, ITS Marketing and Communications
	B 2.2 Emphasize and recognize staff participation in DEI activities through formal and informal channels. To do so, we will: ● Create a required section on staff annual reviews to recognize DEI participation ● Promote and communicate the use of internal DEI Slack channel	● % of staff utilizing DEI participation section on annual review self-reflection ● # of promotions relevant to internal DEI Slack channel	ITS HR, DEI Committee, ITS Marketing and Communications

Products *(Education, Scholarship & Service)*

Strategic Objective	Detailed Actions Plan	Associated Metrics	Group/person accountable
C 1. Enhance foundation to provide accessibility to all faculty, staff and students.	**C 1.1** Determine specific gaps in service delivery related to accessibility, make recommendations to those areas inside ITS that are most effectively positioned to address gaps, and track as possible the status of outcomes to recommendations. To do so, we will: ● Share DEI and IT best practices with cross-campus IT units ● Increase digital accessibility awareness and learning among ITS staff ● Advance maturity of digital accessibility services, as determined	● # of accessibility consultations with campus partners ● % change of maturity in digital accessibility strategy	ITS Accessibility, ITS Marketing and Communications

	by team and stakeholders ● Develop and begin implementation of ITS accessibility strategic plan ● Contribute to development and initial implementation of university accessibility strategic plan ● Incorporate accessibility into more ITS processes and procedures		
C 2. Educate our community on DEI topics to promote a safe and supportive environment for all members to work, learn, and thrive.	**C 2.1** Identify training resources for ITS employees to develop skills related to DEI. To do so, we will: ● Develop and communicate ongoing content for DEI Passport implementation monthly ● Continue to promote internal DEI calendar and other virtual mediums to showcase University DEI events ● Develop DEI-related e-learning for New Hire Orientation materials ● Update and communicate content on ITS DEI website to keep staff informed of ongoing implementation updates ● Facilitate and promote four DEI-related staff-wide events and/or watch parties annually	● # of DEI Passport participants ● # of DEI calendar events posted ● % of new hires aware of DEI programs ● # of marketing and promotional communications regarding DEI events ● # of DEI-related staff-wide events and/or watch parties	ITS Organizational Development, DEI Committee
	C 2.2 Promote education and awareness in language for how we interact with colleagues and customers of ITS. Establish a Words Matter Task Force advisory group to: ● Facilitate a biannual review protocol for the non-inclusive language identified in the recommendations ● Develop and communicate ongoing content and updates for the recommendations ● Develop and facilitate training to: 　○ Support education and awareness in inclusive language 　○ Demonstrate inclusive interactions with colleagues and customers	● # of reviews completed ● # of content updates ● # of training and workshops offered ● # of staff participated in training and workshops	ITS Organizational Development, DEI Committee, Words Matter Task Force

Plans for Supporting, Tracking and Updating the Strategic Plan

The ITS Diversity, Equity and Inclusion Strategic Plan core team is the key contact for stewardship of the plan. They will provide the project management support to drive the action items to completion, alongside the support of the committee and DEI champions across ITS. The core team will provide a mid-year progress report on the plan to the VPIT-CIO in February 2025, with intentions to close out the year with reporting in late May 2025.