

ETS Diversity, Equity, & Inclusion Goals

Date: December 20, 2022

Authors:

Lawrence Houston (Committee chair) – Information Security Office
Claire Dickey (Committee co-chair) – Enterprise Application Services
Roxy Bombardier – Client Services
Ian Davis – Systems Architecture & Administration
Joshua Phillips – Information Security Office
Scott Greenia – Client Services
Elaine Messier – Network Services
Samantha Dickey – Enterprise Technology Services

Executive Summary

This document serves as a draft of goals to be considered by the Enterprise Technology Services division at UVM. These goals are divided into four guiding principles that ETS will use to focus DEI efforts. These principles are:

- Using technology to remove barriers
- Increasing ETS staff members' cultural competency and participation in DEI efforts
- Increasing the number of under-represented/marginalized populations within ETS
- Improving connection and sense of being valued/belonging for employees

Technology is used to provide access to resources required by students, faculty, staff, and the Vermont community. ETS strives to ensure that this access is equitable and just. The goals laid out below represent both short- and long-term aspirations to ensure that we are fostering an environment that showcases our commitment to DEI. While some principles may have fewer goals, they are no less important. This is a living document that will grow and evolve alongside the division and new goals should be added when they fit into these principles.

Use technology to remove barriers

Goal #1

Identify gaps in inclusivity/accessibility in UVM systems, improve and establish schedule to continually audit by Q3 FY24.

Inspiration

ETS wants to make sure UVM's information systems are inclusive and accessible for all students as well as for faculty and staff. A review of UVM's current systems, including systems that UVM is introducing or replacing must be done to ensure our current and future technologies will help further UVM DEI initiatives.

Action Items

- Set up framework to regularly audit and improve inclusivity/accessibility of ETS systems and documentation
- Utilize existing guidelines and tools for accessibility and inclusivity
- Identify list of systems with gaps, prioritize list, fill gaps in order of priority

Success Measures

- Track systems identified and which systems have had improvements made based on framework

Goal #2

Enhance inclusivity of UVM systems through continued effort of Lived Identity project.

Inspiration

A significant amount of work has already been contributed to enabling all members of the UVM community to be able to represent themselves in UVM systems with their lived name and gender identity. However, this is ongoing work as the support for use of these identity attributes is expanded to more systems. This work is critical to the comfort and safety of members of our community.

Action Items

- Audit UVM information systems to identify where support is still needed
- Expand number of current systems that leverage Lived Identity attributes when applicable
- Refine privacy settings for user data
- Partner with current vendors to set timelines for support
- Require that all new systems use Lived Identity data
- Investigate implementation at other institutions and reference existing guidance from standards bodies

Success Measures

- Increased number of systems that utilize Lived Name attributes
- Discussions held with key vendors around expected use of Lived Name attributes

Goal #3

Gather student feedback on IT at UVM during the Spring '24 semester. Use the data gathered to identify the top IT barriers students face and re-evaluate goals to help alleviate those issues.

Inspiration

Student feedback is crucial to enhancing our understanding of barriers that exist at UVM. While we in ETS have a good understanding of what technologies we have and how students may use them, we are not able to understand every barrier our students may face when using those technologies. Using surveys, interviews, or focus groups, we will be able to better understand the student experience as it relates to technology. This deepened understanding will help to guide our efforts in removing barriers for students. The EDUCAUSE survey is intended to gauge the broader UVM experience and the more focused conversations with students in the Identity Centers are intended to gather feedback from our more vulnerable populations.

Action Items

- Partner with the Officer of Institutional Research and Assessment to implement EDUCAUSE ETRAC student survey to elicit feedback that can be used to identify common technology barriers encountered by students
- Work with UVM Identity Centers to identify barriers especially affecting marginalized populations
- Use data from above actions to inform updates and additions to ETS DEI Action Plan

Success Measures

- Distributed survey, gathered responses, gained access to ETRAC data
- Dialogue established to gather feedback
- Goals identified

Goal #4

Work with UVM Recycling & Zero Waste to amend surplus computer policy in 2024. Update the policy in a way that encourages departments to repurpose computers in ways that help lower-income students and/or Vermonters.

Inspiration

Currently there is significant waste of computer hardware that is still usable. Facilitating easier donation and repurposing of devices that have been upgraded or replaced would improve sustainability and the opportunity to give back to community. Finding new homes for usable computer equipment in the greater Vermont community would help UVM fulfill its land-grant mission. It would also provide access to resources to vulnerable communities across the state. By building a platform or pipeline for donations, we could lower the barrier of access by making it easy for non-profit organizations to request they be considered when UVM is retiring usable equipment.

Action Items

- Work with UVM Surplus to change policy to allow for easier donation of devices
- Streamline process for departments to bring in surplus devices to be wiped then donated or recycled
- Define workflow for identifying group to donate to

Success Measures

- Track number of computers that have been able to be repurposed or donated
- Publish and share new policy

Increase ETS staff members' cultural competency and participation in DEI efforts

Goal #1

To further develop cultural competencies and DEI awareness in ETS staff members, ETS will plan and schedule quarterly workshops or events between Spring 2024 and Fall 2024 for a total of four trainings/events with at least 80% (of total ETS staff) attendance.

Inspiration

ETS recognizes the need for more diversity demonstrated by the latest UVM Climate survey where over 80% of ETS employees like to learn about identity groups that are different than their own and 85% of ETS employees want to bridge differences between identity groups. By providing ETS specific workshops that are centered around DEI topics, we can provide ETS employees with a space to learn about experiences different from their own.

Action Items

- Plan programming for DEI meetings/training,
- Partner with Division of DEI to ensure training is appropriate, timely, and relevant

- Implement trainings/speaking events for ETS staff to attend, leveraging existing resources and/or partnering with Division of DEI or other departments when possible

Success Measures

- Follow up surveys for staff after completing trainings to gauge engagement/impact of training
- Planned and held at least 4 trainings from Spring 2024 and Fall 2024
- Tracking attendance at workshops with hopes of ~80% attendance

Increase the number of under-represented/marginalized populations within ETS

Goal #1

Plan and implement changes to create a more inclusive hiring process by implementing trainings and reviewing practices. Initially require ETS leadership and hiring committee members to undertake affirmative action and inclusive hiring trainings. Implement trainings by Spring 2024 and have all members of leadership complete training by Summer 2024 with plan in place for committee members by Fall 2024.

Inspiration

Inclusive hiring practices are shown to increase the diversity of applicants and also increase the diversity of people who are ultimately offered the job. By reviewing our current hiring practices and encouraging training and development in our hiring committees, we will be better positioned to attract and recruit a more diverse workforce. Awareness of inclusive hiring practices is the first step to building a more inclusive hiring process and trainings and reviews are a great place to start.

Action Items

- Partner with Division of DEI as well as Human Resources to develop new trainings that are more action oriented and relevant
- Mandate affirmative recruitment training for hiring managers and interview committees
- Review hiring practices and identify areas for improvement (e.g., job posting language or requirements, how applicants are communicated with, accessibility of interviews, etc.)

Success Measures

- Track number/percentage of hiring committee members attend affirmative recruitment training
- Follow up feedback request to identify how trainings improved their understanding of fair hiring practices
- Hiring practices modified in a way to be more inclusive, welcoming, and consistent

Goal #2

Improve recruitment efforts by creating an internal pipeline for candidates within the university. Additionally, partner with HR to identify national job boards that have proven to provide a diverse pool of applicants.

Inspiration

A multifaceted approach is needed to improve our ability to attract diverse pools of applicants for positions. An internal pipeline for candidates within UVM would provide two-fold benefits. First, it would show a commitment to career advancement and focus on supporting existing members of the UVM community. Second, it could allow for a diverse internal pool of applicants to be considered for positions they may not see otherwise. Alongside internal recruiting, by identifying national job boards

that are recognized for their visibility to underrepresented or marginalized populations, UVM could grow applicant pools in both size and diversity.

Action Items

- Work with HR/Staff Union to develop internal system for applicants/candidates within UVM with consideration to union responsibilities
- Identify national job boards for posting new positions that will yield diverse pools of applicants, work with Human Resources to identify general job boards and find external resources around information technology specific job boards

Success Measures

- Track number of applicants or new hires recruited by community outreach and job boards

Goal #3

Implement new internship opportunities within ETS for UVM students. Work with academic units to provide credit hours for work performed in internship with the hopes to retain graduating students as full-time employees.

Inspiration

Internship opportunities benefit students by providing an entry level foothold into the industry, giving them real experience in the field, and helping them make connections to support their future careers. These resources are especially valuable for populations that are underrepresented and often systemically overlooked in the fields ETS includes. Expanding these opportunities within ETS would also allow for a pipeline of internal recruiting alongside targeted advertising of student positions to increase the diversity of new staff applicants and hires.

Action Items

- Expand internship opportunities within ETS
- Partner with the UVM Foundation to secure long-term financial support for student employee positions
- Develop student employee onboarding process, leveraging ETS full-time employee onboarding resources where applicable
- Work with academic units to integrate internships into programs for credit

Success Measures

- Track number of students that have gone through internship as well as how many have later been hired as FTEs (or even been hired in similar positions outside UVM, leveraging this experience)

Improve connection and sense of being valued/belonging for ETS employees

Goal #1

Set expectation for regular communication and sharing of current project and initiative lists within and between departments to help employees feel connected to their department and coworkers, as well as to increase division cohesion. Working with supervisors across departments, plan for knowledge sharing to ensure ETS staff members are aware of current priorities across all departments.

Inspiration

Team and division cohesion thrives when there is a sense of connectedness among members. By emphasizing the importance of knowledge sharing, ETS can enhance the sense of connectedness in staff. This can be accomplished through methods of sharing both initiatives and projects being worked on by individual departments. While these methods still need to be ironed out, it is clear that people within ETS have a desire to know more about the projects their peers are working on, both within their own departments and between the areas of ETS.

Action Items

- Work with supervisors and directors to come up with information sharing method (website, platform, regular meetings, etc.)
- Implement sharing method and request feedback
- More regular ETS-wide communications from leadership
- More frequent departmental gatherings

Success Measures

- Feedback from supervisors and directors
- Feedback from staff members

Goal #2

Develop professional development plans for all ETS employees during the Spring 2024 performance appraisal process to increase opportunities for learning. Plan follow up meetings over the course of the year to ensure that plans are successful and realistic.

Inspiration

Professional development plans introduce a measure of accountability for knowledge development and maintenance that is shared by supervisors and supervisees. The benefits to the University are obvious - training should improve employee performance and drives innovative practices in IT. It also has knock-on effects related to equity and inclusion goals. By supporting professional development in a systematic way, UVM demonstrates an investment in the employee and a long-term commitment to their success. This visible sign of support and commitment fosters a sense of being valued and a greater sense of one's role in the success of ETS' mission.

Action Items

- Review current ETS professional development budget to ensure it will support learning in the division
- Create professional development plans for all employees
- Establish consistent communication between supervisors and supervisees around professional development
- Develop plan to allow for ETS employees the time needed to pursue certificates or advanced degrees through UVM

Success Measures

- Track number of employees with professional development plans
- Track professional development budget utilization
- Request feedback from employees about how their professional development is going

Goal #3

Improve onboarding for new staff to encourage connections are made early and to give them the tools they need to succeed. Implement new onboarding process, including an internal mentorship program, by March 2024.

Inspiration

Clear and consistent onboarding practices are crucial to a sense of belonging felt by staff. Through the development of inclusive onboarding practices, ETS will be able to quickly foster strong working relationships between new hires and long-time UVM staff members, as well as making those new ETS members feel that they have a place here. Additionally, by offering an internal mentoring program for new hires and new ETS members, those staff will have a person who they can turn to, aside from their direct supervisor, to ask questions or just have a conversation about how things are going. By implementing both a strong onboarding process and a well-structured mentoring program, we can kickstart new UVM staff members' sense of belonging and feelings of connectedness, both to ETS and the wider UVM community.

Action Items

- Review current onboarding processes to identify pitfalls and areas of improvement
- Draft new onboarding documentation
- Develop specific and intentional onboarding processes for hybrid and remote employees
- Create internal mentoring program for new hires or people new to ETS (<2 years of employment)

Success Measures

- Request feedback from new employees about how they feel onboarding is going
- Request feedback from mentors about how the program is working

Goal #4

Develop and hold collaborative workshops within ETS to encourage knowledge sharing. Working with an internal workshops team, plan and hold at least three collaborative workshops during Spring/Summer 2024.

Inspiration

Collaboration enhances the work we do. It also enhances feelings of cohesion and belonging within individuals as they feel that they are truly a part of the work being done in the division. By encouraging more opportunities for collaboration, we will help to foster belonging in members of ETS. Developing workshops people can attend to learn more about a technology or work through a common problem will move us towards a more collaborative division. Also, since collaboration benefits from a diverse group of individuals, opening these conversations up to more members of ETS will benefit the entire division.

Action Items

- Create workshop development team
- Identify training or workshop topics and members of ETS able to lead workshops
- Create workshop schedule and process

Success Measures

- Feedback from workshop development team
- Feedback from workshop attendees

Goal #5

Set up bio pages for ETS members to help build connection and recognition within ETS and UVM. Have framework for bios set up in Spring 2023 and bios added through Spring/Summer 2023.

Inspiration

Creating bios for members of our department allows people to share their personalities, backgrounds, and accomplishments. Having these bios as a resource helps employees get to know each other, allows us to celebrate the diversity of our staff, and helps UVM recognize the people behind the work our department does.

Action Items

- Create directory of ETS employees with linked bios on UVM site
- Gather and post bios

Success Measures

- Bios displayed

Document History/Revisions

2023-11-10: Edited dates and made revisions based on current goals.

2022-11-30: Second draft sent to ETS Directors with feedback requested at 12/1 meeting.

2022-12-05: Incorporated ETS Director feedback into draft, focusing more on calling out specific partnerships and providing more information as to why certain goals were identified.

2022-12-07: Minor revisions to refine incorporation of feedback from previous draft.

2022-12-20: Revisions based on discussions in departmental feedback sessions.