

# ACNS & Telecom Diversity and Inclusion Plan FY 2019

May 30, 2018

## Overview

ACNS and Telecom staff are distributed across campus in a variety of roles and are under the direction of the Vice President of Information Technology and Dean of the Libraries. Goals were separately developed for the libraries and IT given the diverse nature of the work, but wherever possible the goals outlined reflect the close organizational relationship between the units.

## Survey results

A survey was sent from the director of ACNS and Telecom to staff in order to gather feedback for the priorities and goals addressing the university's diversity and inclusion initiative. Employees were asked to rank the goals according to their importance for ACNS & Telecom. The survey was completed by 13 respondents and the three top ranked goals were:

1. Cultivate an inclusive institutional climate.
2. Develop cultural competency for all faculty, staff, and students.
3. Increase recruitment of marginalized and excluded faculty, staff, and students.

Respondents were also asked to indicate how they would like their top 3 goals implemented or evaluated for ACNS & Telecom. The following is a summary of many of the ideas mentioned:

- Involve diverse membership not only on hiring committees, but also operational committees wherever possible.
- Apply diversity and inclusion initiatives and considerations to personnel processes including evaluation (annual reviews, staff meetings, and one-on-ones).
- Encourage, require and/or assess participation in professional development opportunities surrounding diversity and inclusion, including PDIs, cultural presentations, lunch and learns, supervisor training and other campus offerings.
- Evaluate and implement diversity and inclusion practices into our hiring processes including in job postings, recruiting and final evaluations of candidates.

## Goals

Based on the feedback from the survey and in consultation with the Multicultural Organization Development model, the following goals have been identified for ACNS and Telecom for 2018-2019. These goals are focused very heavily on the analysis and design portions of the process since this is the start of an organized diversity and inclusion effort across the organization. We anticipate that much of this year will be used to set up a solid base for diversity and inclusion on which we can build on in subsequent years.

## Goal 1: Cultivate an inclusive institutional climate.

This goal was indicated as the most important goal to pursue. While a significant amount of analysis still needs to be done to determine how to best cultivate the desired climate, this goal includes implementation of a committee as an important first step in making progress toward this and other goals.

### Analysis

- In conjunction with the Libraries Committee for Equity and Inclusion analyze data from Institutional Research regarding the results of the CSU Campus Climate survey as they pertain to ACNS and Telecom.

### Design

- Continue to have one representative from ACNS/Telecom participate in the Libraries Committee for Equity and Inclusion to gather ideas and learn from their established efforts.
- Determine the appropriate number and composition of a committee to focus on activities including volunteers from many teams across the units.
- Gather interest in participation on the committee from employees in ACNS and Telecom with input from management and staff survey or sign ups.

### Implementation

- Establish a committee based on design conclusions to begin focusing on this and the next goals.

### Evaluation

- Not relevant for this year, but structure and effectiveness of the committee should be evaluated after the group has been in place for a year. Success could be measured by regular meeting times of the established team and at least once per semester reporting to ACNS/Telecom director and the VP of IT.

## Goal 2: Develop cultural competency for all faculty, staff, and students.

It is expected that this goal will be the primary focus of the committee that is formed in the previous goal.

### Analysis

- Compile and review a list of diversity and inclusion related programming available to the CSU community.
- Complete and analyze a survey of staff and gather feedback from management to determine the level of interest and viability of each of the programming opportunities in the list.

### Design

- Develop a communication strategy to keep ACNS and Telecom informed of opportunities across campus.
- Explore options for incorporating programming into personnel processes and the overall culture of ACNS and Telecom.
- Make recommendations to management for programming opportunities based on information found in analysis.

- Set up a way to track and set a reasonable goal for participation level in management approved plan.

### Implementation

- Have committee members read and review relevant literature for this and future blueprints, including:
  - CSU Diversity, Equity, Inclusion and Campus Climate Blueprint, 2018-2023.
  - Multicultural Organization Development Model
    - Jackson, B. in The NTL Handbook of Organizational Development and Change, 2014, <https://equitydiversity.cals.wisc.edu/wp-content/uploads/sites/39/2017/11/Theory-and-Practice-of-Multicultural-Org-Dev-1.pdf>
    - Jackson, B. W. (2006). Theory and practice of multicultural organization development. In Jones, B. B. & Brazzel, M. (Eds.), The NTL Handbook of Organization Development and Change (pps. 139 – 154). San Francisco, CA: Pfeiffer.
    - Marchesani, L. S. & Jackson, B. W. (2005). Transforming higher education institutions using Multicultural Organizational Development: A case study at a large northeastern university.

### Evaluation

- Not included this year, but evaluation should occur the year following implementation of the management approved plan. Evaluation could include comparing past participation in diversity programming to current participation levels.

### Goal 3: Increase recruitment of marginalized and excluded faculty, staff, and students.

In the field of information technology, we know that it can be especially difficult to recruit marginalized and excluded staff. Much of the goal this year should be to analyze the current climate and determine appropriate future goals.

### Analysis

- Benchmark the composition of the department against CSU, peer institutions and industry.
- Investigate successful recruitment efforts completed in industry and by peer institutions to increase diversity in applicant pools and employees.

### Design

- Have the committee become more familiar with the university equal opportunity and human resources processes with the intention of incorporating methods specific to recruiting in IT.

### Implementation and Evaluation

- These are not included this year, but should be a priority for following years to use results of analysis to work toward recruiting marginalized and excluded staff and evaluating progress toward meeting that goal.