



***A Framework to Foster Diversity
2010 – 2015***

Executive Summary and Background:

With the change in ITS leadership to Kevin Morooney, the new vice provost and CIO, ITS has the opportunity to adopt new strategies to tackle the ongoing challenges posed by climate and diversity issues. To that end, ITS conducted open forums for both employees and management to complement Penn State's overall faculty and staff climate survey.

Our guiding principles have been Kevin's "Four Themes" (especially developing a culture of collaboration and teamwork – Appendix 1), the ITS Community Principles (Appendix 2), and the ITS definition of diversity:

A healthy climate for diversity is the affirmation, understanding, and equitable treatment of all individuals, recognizing that each has unique differences. These dimensions may include but are not limited to race, ethnicity, gender, sexual orientation, socio-economic status, age, physical abilities, language, level of work responsibilities, family responsibilities, religious beliefs, political beliefs, or other ideologies. Embracing diversity means that no one should be defined or narrowly perceived by these terms.

Beyond ITS, IT is a highly distributed function at Penn State, perhaps the most distributed of all the functions that are required to run a large research university. Because of this distribution, the nature of work and projects dominantly cuts across administrative and budget domains. As a result, a good climate within ITS is a function of climate across all IT organizations, not just ITS. You will see evidence of our responsibility to communicate beyond the ITS borders throughout our Framework. Our goal is not to control but to positively affect that overall IT organizational climate.

To make this framework accessible to ITS staff as a whole, we've developed seven goals. We culled them from University and ITS surveys, and then related them to specific "University Challenges." This includes three overarching strategic themes identified in the surveys, three areas in which improvement can lead to a more positive future: Transparency, Education, and Alignment (TEA). Each goal has associated tactics that we recommend implementing to help ensure that a positive climate and workforce diversity are interwoven into the fabric of our daily existence. The University Challenges are as follows and will be identified within the ITS Framework for Diversity goals:

University Challenges:

- Campus Climate and Intergroup Relations
 - Challenge 1: Developing a Shared and Inclusive Understanding of Diversity
 - Challenge 2: Creating a Welcoming Campus Climate
- Representation (Access and Success)
 - Challenge 3: Recruiting and Retaining a Diverse Student Body
 - Challenge 4: Recruiting and Retaining a Diverse Workforce
- Education and Scholarship
 - Challenge 5: Developing a Curriculum That Fosters United States and International Cultural Competencies
- Institutional Viability and Vitality
 - Challenge 6: Diversifying University Leadership and Management
 - Challenge 7: Coordinating Organizational Change to Support Our Diversity Goals

To begin the implementation of these ideas, the Climate and Diversity Committee (C&D) will develop action plans with timelines geared to achieving our stated goals. To that end, we will recruit volunteers from throughout

ITS to supplement the ranks of the C&D team. Subcommittees led by C&D team members and augmented by other ITS staff will work on specific initiatives, increasing the engagement of staff across ITS units and demonstrating grassroots support for improvement of climate and diversity. Further, the use of these volunteers should aid in making C&D a sustainable and continuous committee ensuring C&D will continue to meet its stated goals.

Framework Goals:

Each of our seven goals below is linked to our three, TEA strategies to create recommendations for action. The links between these goals and University Challenges are listed with each. Each goal also has broad, associated metrics (including time frame for completion) to determine the effectiveness of the implementation of our strategies and tactics. In our first goal, we address the everyday actions of ITS staff, from which we believe all improvement in climate and diversity must flow.

Goal #1: Follow ITS Community Principles - individual-based initiatives

With the development and publishing of ITS Community Principles, we now have a set of guidelines to follow in our daily operations: personal integrity and accountability, individual initiative, responsible risk taking, focus on teamwork, collaboration, openness and transparency in daily operations, passion for customers and technology, diversity, inclusiveness, fairness, and respect in our work environment. These guidelines will be followed through regular process of reinforcement and holding each other accountable.

Bearing the results of our surveys in mind, we believe that it is imperative that we live up to these principles and call on those around us to do the same. To achieve our future goals, especially with diversity, all levels of ITS management and staff need to be aligned with the Community Principles and the vision for ITS, and how they support this vision. . This theme is echoed across several goals, and is highlighted in Goal #5, Improved Management Practices.

Proposed Actions Related to Challenges 2 and 7

- Demonstrated and accountable leadership around ITS Community Principles
 - promoting diverse and healthy work environments
 - using appropriate communication styles
 - practicing fairness and respect for all employees
- Develop and provide a curriculum of courses offered to new and existing ITS staff to support Community Principles
 - assertive communications
 - diverse team-building
 - cultural awareness
- Managers review and reinforce Community Principles during SRDP process - both manager and employee sign a copy of the Principles and discuss their relevance in unit activities and employee performance
- Develop and run survey assessments through Survey Research Center (SRC) to evaluate the impact the Community Principles adoption is having in unit interactions and climate
- Metrics:
 - Number of courses offered
 - Number of participants
 - course evaluation feedback
 - SRC Survey Results

Goal #2: Diversify ITS Workforce, Leadership and Management

Review of ITS demographics shows little change in ethnic diversity from previous years. The recruitment and retention of people of color remains a daunting challenge in a rural area whose population lacks diversity and it's support systems for persons from underrepresented groups. Thus, we need to work collaboratively and think more creatively to explore new ways to increase the diversity in the ITS staff profile at Penn State and that of IT staff across Penn State. Since job progression often leads to IT staff moving between central and distributed IT organizations, an improvement in the diversity of ITS can help improve the diversity of ITS at Penn State as a whole. In pursuit of that goal, we have made initial efforts to develop a comprehensive approach in identifying diverse applicant pools. Our efforts at creating a welcoming and nurturing environment should aid in increasing and maintaining our diversity.

Proposed Action Items Relating to Items 1,3,4, and 6

- Continually expand and modify recruitment pools to increase diverse representation
 - Continually evaluate and advertise position vacancies in new and relevant media to expand exposure to diverse cultures/communities
 - Explore the development of a program similar to the Administrative Fellow program with the CIO to increase underrepresented groups at executive/SLT Level
 - Develop relationships with student organizations (like MISA - Management Info Systems Association) to take leverage diverse student body and help with student retention
 - Develop relationships that will result in internship opportunities for IT students throughout Pennsylvania
 - For example, develop relationship with Steve Hayes, Assistant Manager, Diversity Recruitment, Inclusion and Special Programs in the Office of Human Resources, to facilitate Internship for IT students from diverse backgrounds in Philadelphia
- Role of ITS Human Resources in Diversity Recruitment
 - Have the ITS HR Rep partner with HR Reps in distributed units to develop an overall IT position recruitment strategy across Penn State
 - Coordinate recruitment efforts at diversity job fairs with other HR Rep partners
- Develop diversity profile goals for ITS based on industry data projecting availability of graduates in STEM-related fields.
- Monitor and increase the diversity profile of student wage staff
- Metrics
 - University Diversity data provided by Office of Educational Equity (Attachment)
 - Number of student wage staff and diversity profile
 - Number of diverse recruitment vehicles
 - Turnover rate trends for underrepresented groups within ITS

Goal #3: Communicate

One of the greatest challenges to improving our climate is to improve internal ITS communications. We believe there is a need for clear, streamlined communications procedures. Many climate problems trace their roots to a lack of transparency and clarity in vertical communications, the tumultuous multitude of communication and media sources that bombard us every day at work, and a perceived lack of synergy among the various ITS divisions. We cannot overstate the importance of this communication goal. It is critical that all members of

leadership consistently and actively communicate the vice provost's vision to achieve a welcoming, supportive environment that encourages diversity of people and ideas.

Proposed Action Items Related to Challenges 1, 2, and 7

- Broadening of communication focus from ITS-centric to reaching across IT at Penn State (see Executive Summary)
- VP/CIO commission a "Communications Task Force" for IT at Penn State to develop a strategy around classifying communications, along with effective methods and audience of delivery for each communication type. This aids in creating a welcoming environment for employees feeling "in the loop" and being engaged in the climate and diversity goals as well as broader IT organizational goals.
 - Include regular and frequent communications from Kevin with the following:
 - Focus on ITS Definition of Diversity
 - Refresh of Vice Provost's vision around a diverse, respectful, and collaborative community to enable better IT planning and implementation
 - Review and reinforce the Four Themes - expand Theme #4 to the following: "Develop a diverse culture of collaboration and teamwork"
 - Outline top priorities for IT at Penn State to help with inclusiveness and attachment to mission
 - Create transparency regarding financial issues and decision-making processes
 - Focus on IT at Penn State - use ITS as an example of a welcoming organization aware of its diverse human assets. Demonstrate ITS Community Principles to break down Penn State unit boundaries
 - Electronic collaboration space for IT Communication - increasing C&D Team communications through this space
 - Include quarterly diversity profile of IT at Penn State - make available to all IT staff and leadership (executives) across Penn State
 - Report metric scorecard to staff - informing of improvements and progress toward Framework goals
 - Include diversity and climate course/event offering opportunities across Penn State - tie into other Penn State resources
 - Diversity BLOG (is this supposed to stand for something? Otherwise, "Blog" is a word, not an acronym) - from Climate & Diversity Team encouraging on-line discussion of diversity issues and attitudes
 - Initiate a "Focus on People" internal ITS campaign to highlight staff contributions, roles they play in ITS and their individual uniqueness - setting the example that all staff are valued
 - "A Day in the Life" stories about staff
 - Internet profile of employee - testimonials from staff
- Metrics
 - IT Staff at Penn State Diversity Profile Numbers
 - Number of staff highlighted and profiled
 - Communication Task Force metrics - to be developed during planning and implementation phases

Goal #4 - Provide Support and Educational Resources for Staff

ITS climate surveys have indicated that staff members believe that equal access to job and professional development opportunities is important and must be improved. In addition, many other climate and diversity issues may be improved through education, e.g. increased knowledge of cultural differences encourages acceptance and respect. We recommend three broad strategies: increased peer-to-peer support, coaching, and a strengthened delivery by human resources of appropriate resources.

Proposed Action Items Related to Challenges 1,2,4, and 7

- Provide professional coaching for ITS leadership
 - MoR Associates to advise and coach IT Senior Leadership
 - MoR Associates to work with IT initiative work teams, composed of staff from units across Penn State. This Action Learning Program (ALP) reinforces positive leadership concepts throughout the project development and implementation, providing a practicum for learning appropriate leadership styles and skills to leverage the wealth of diversity in work teams
- Develop and facilitate a formal IT mentoring program and informal peer-to-peer coaching program for all IT staff at Penn State - Penn State IT Leader program
- Increase HR resources and availability to mediate diversity/equity issues
 - Develop a peer to peer support network of trained, objective mediators, advised by HR staff, to help employees process experiences related to diversity and equity, air interpersonal challenges and learn about tools to aid in issues resolution.
- Analyze and design a comprehensive on-boarding program, including educating new employees on ITS Community Principles and climate and diversity issues
- Build an electronic "employee toolbox" of resources designed to set expectations and help all employees, new and current, to meet those expectations. Include diversity resources in this toolbox.
- Metrics
 - Evaluation of Action Learning Program outcomes
 - Mentoring program numbers
 - Peer to Peer network contact numbers
 - Number of visits to employee toolbox and pages most visited

Goal #5: Improve Management Practices

ITS needs to enrich its management practices to increase transparency, education, and alignment across and within ITS units, especially around climate and diversity issue. Cross-unit equity and coordination of resources will better serve ITS in reaching its goals. We will rely on our internal human resources staff, climate and diversity team, and partnering with the Office of Human Resources and HR representatives across the University.

Proposed Action Items Related to Challenges: 2,3,4,7

- Create and facilitate a supervisory community within ITS to develop resources based on best practices around workforce management, taking advantage of collaborative and communication technologies
 - Develop resources to support good management/supervisory practices
 - Provide easily accessible action lists that include policy and best practices for a variety of workforce issues
 - Develop a variety of forums for supervisors to come together to share experiences and get training

- Infuse diversity and ITS Community Principles into routine management practices
- o Workforce Management (strategic focus)
 - Talent Management (Appendix 3)
 - Policy Training
 - Hire Power Training
 - Managing across cultures and underrepresented groups
 - o Team and interpersonal dynamics
 - Facilitation Training
 - Communication Skill Training
 - Collaborative/Team building training
 - o Supervision Training (tactical focus)
 - Performance Management and Coaching
 - Documentation procedures for performance issues
 - SRDP writing and delivery training
 - Policy training as appropriate
- o Hold focus groups of ITS staff
 - o Develop specific criteria, including demonstrated support for diversity, for management as part of SRDP and review outcomes
 - o Mid-year 360 evaluation of managers for coaching purposes only
- o number of opportunities provided to Supervisory Community and attendance
 - o use of electronic resources developed and provided
 - o survey results on quality of community interaction
 - o number of training classes
 - o number of participants in training classes
 - o training class evaluation results
 - o focus group feedback on progress toward improvement of management practices
 - o overall 360 evaluation results (trends over time)

Goal #6: Reward and Recognize Staff

ITS developed a new program of regular, meaningful rewards and recognition for IT employees built around the vice provost's Four Themes. One of the formal awards will recognize employees within ITS to have a positive impact on climate and diversity (Appendix 4). Informal recognition of staff efforts contributes to a positive climate for all IT staff across Penn State.

Proposed Action Items Related to Challenges 2, 4, and 7

- o Institute the CIO/ITS-VP IT Impact Awards Program
 - Cash award program for staff
 - o Awards reaching across IT staff at Penn State
 - Collaboration Award
 - Nominees ranked by Penn State IT Connects Steering Committee
 - Innovation Award

- Nominees ranked by College and Campus IT Directors
 - Resource Responsibility Award
 - Nominees ranked by University Financial Officers
- Awards internal to ITS staff
 - Coaching/Mentoring Award
 - Nominees ranked by ITS Leadership Team
 - Climate and Diversity Award
 - Nominees ranked by ITS Climate and Diversity Team
- Provide informal recognition opportunities
 - IT Thankworthy Efforts
 - Modeled after University Libraries program, provide a mechanism for IT staff to publicly thank one another for the good work that happens every day across Penn State.
- Encourage non-monetary reward and recognition as well as diversity and cultural awareness program development within individual units across ITS and collect best practices in staff motivation and reward.
- Metrics
 - number of award nominees, awardees
 - number of thankworthy efforts submissions
 - evaluation of award program - survey results

Goal #7: Provide Information Resources in Support of University Diversity Goals

ITS adds value to the university's diversity efforts by increasing awareness and support of University diversity events and opportunities, as well as sponsoring programs that support diverse populations and their IT needs.

Proposed Action Items Related to Challenges 2,3,4,5 and 7

- Adult Learning Technology Bootcamp - Partner with Outreach and the Center for Adult Learners to design and offer a technology bootcamp for returning adult students who may not have the same technology skills as incoming high school students.
- Continue working with Undergraduate Education to provide the most welcoming FTCaP experience possible for diverse, incoming students and families
- Adult and Disadvantaged Student Equipment Donation Initiative - Explore with Salvage and Surplus and Corporate Controller the possibility of assistance for underrepresented/at risk student support through recycling of life-cycled ITS equipment
- Metrics
 - Technology Bootcamp enrollment number's
 - Number of machines donated
 - FTCAP customer satisfaction feedback

Appendix 1:

ITS Four Themes

1. Leverage ITS
2. Recognize and affirm that IT at Penn State is large, and strengthen relationships among all IT organizations
3. Put the core mission of the University at the center of service design and delivery
4. Develop a diverse culture of collaboration and teamwork

Appendix 2:

ITS Community Principles

ITS Community Principles

Within ITS we are proud of our local and national reputation for supporting world-class technology. Achieving and maintaining this recognition requires a culture of teamwork and collaboration where each of us has a responsibility to incorporate, and encourage others to incorporate, a common set of shared principles.

These principles recognize that everything we do within ITS should be measured against the highest standards of ethical business conduct. These principles are about doing the right thing: abiding by laws and University policies, using common sense, and treating others with respect. They foster an environment that brings out the best in each of us, which in turn directly impacts our success and reputation.

In ITS we are great people who incorporate the following principles in our work:

- Personal integrity, honesty, and accountability
- Individual initiative and responsible risk taking
- A culture of teamwork, collaboration, openness and transparency
- A passion for customers and technology
- Diversity, inclusiveness, fairness, and respect

Personal integrity and accountability

- Demonstrate ethical conduct, have the courage to live our values, and do the right thing because it's the right thing to do
- Strive to be forthright, clear and accurate in our communications as we build strong relationships with our customers and ITS co-workers
- Hold ourselves accountable for our actions, keep our commitments, and build trust
Lead by taking responsibility and not imposing our will
- Make decisions when required and not let indecision cause items to linger

Individual initiative and responsible risk taking

- Find innovative and creative ways to solve problems
- Offer our opinions and encourage others to do the same
- Seek to broaden our understanding of Penn State and ITS
- Take calculated risks when pushing the edge with new technology

Focus on teamwork, collaboration, openness and transparency in our daily operations

- Provide a clear picture of our goals, vision, roles and accountability
- Share knowledge and technology, and ensure that information is available, accessible and understandable
- Foster an agreement-seeking culture within ITS and Penn State, and welcome divergent views when discussing possibilities
- Strengthen our relationships with campuses and colleges, recognizing that IT at Penn State is more than ITS

Passion for customers and technology

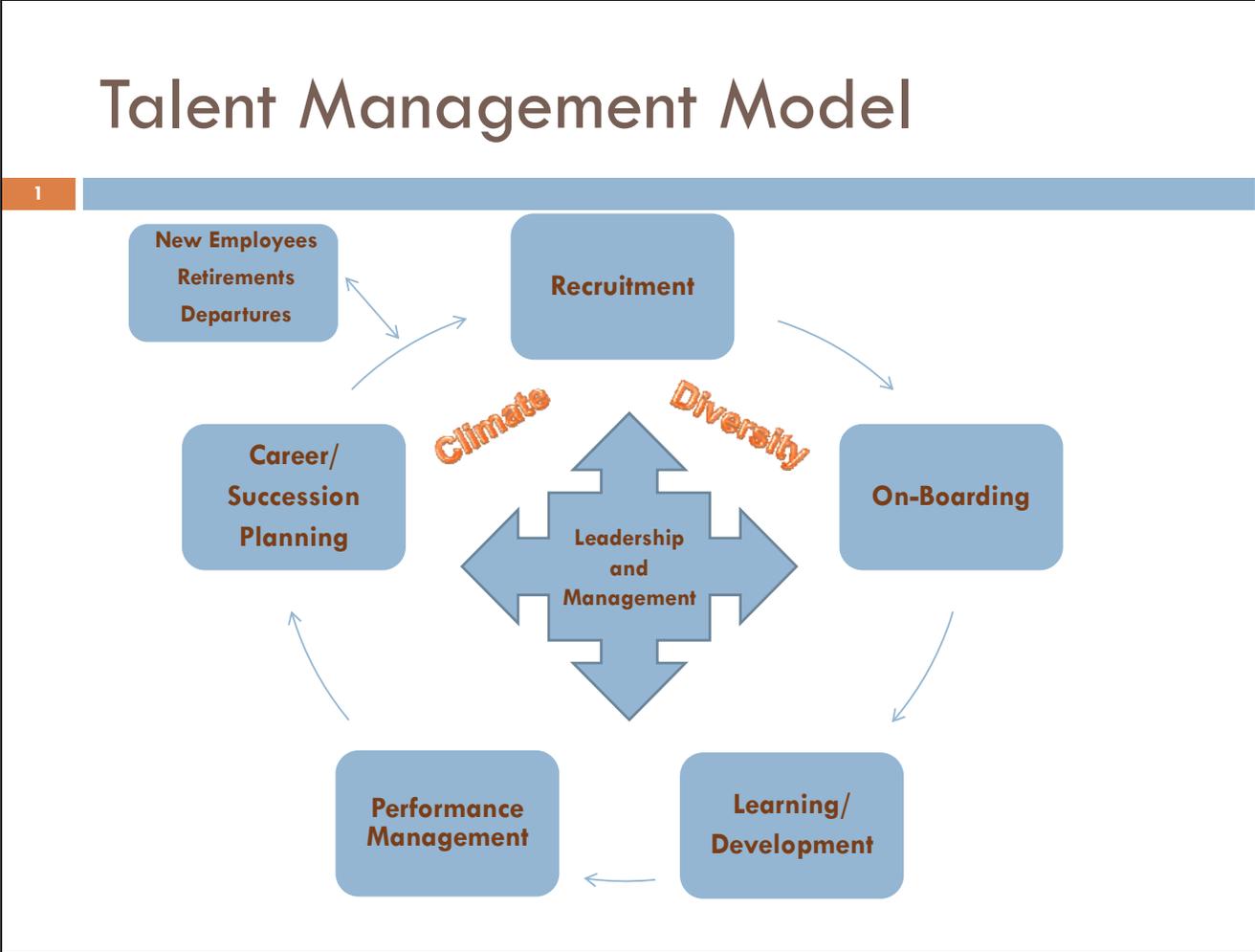
- Involve customers throughout the process, recognizing that we are often our own customers
- Deliver products, features, and services that make technology more useful for our customers
- Put the core business of Penn State in the center of service design and delivery

Diversity, inclusiveness, fairness, and respect in our work environment

- Create an environment free from discrimination and harassment by treating each other with respect in sharing ideas, thoughts, and receiving input
- Promote equal opportunity in employment without regard to race, color, religion, gender, age, national origin, sexual orientation, veteran status, disability or any other status covered by employment laws
- Speak up when we witness discriminatory conduct, harassment, comments or actions that encourage or create a hostile environment
- Commit to a violence-free work environment, including physical and verbal abuse

Appendix 3:

Talent Management Graphic



Appendix 4:

Vice Provost for Information Technology Services & CIO IT Impact Awards Program

Each year, IT Staff across Penn State locations work diligently to support the University's information technology needs, positively impacting the lives of our customers.

This awards program recognizes the efforts of groups or individuals, within ITS or across IT at Penn State, who have taken a leadership role in one the areas listed below:

- Collaboration
- Innovation
- Resource Stewardship
- Mentoring/Coaching
- Work Climate

Goals:

- To offer the first formal reward and recognition program within ITS and across IT at Penn State.
- To encourage positive and collaborative behaviors throughout IT and ITS.
- To engage as many individuals in the award process as possible, either as award candidates, nominators or members of the ranking committees. This should discourage any claims of favoritism. The final decision on number of awardees or awards given lies solely with the VP/CIO.
- To offer taxable, cash awards, providing credibility for this program.
- To support the recognition of as many IT/ITS staff as possible in any given year. These awards must be attainable for every staff member.
- To support a program costing less than \$10,000 per year. The funding to reinvest in our IT-related staff will come from the unrestricted funds generated from the IBM matching donation program. Annually, ITS receives funding from unused IBM equipment matching funds, generated when IBM employees make donations to Penn State.

Award Process:

- **Nominations:** Annually, nominations for the awards will be accepted in 401 Old Main via the web through January 15th, in care of the "VP/CIO Impact Awards Steering Committee".
- **Selection:** Nomination forms and Letters of Support will be collected and forwarded to the appropriate Ranking Committee. The Ranking Committees will rank nominations based on approved, weighted criterion. Rankings will be sent to the VP/CIO for approval and final selection. The VP/CIO has final decision on number of awards given for the year.
- **Awards:** Awards will be taxable, cash awards for an individual or group of individuals. Award maximums are set per individuals and awards.

- **Award Presentation:** The IT-wide Awards (Collaboration, Innovation and Resource Stewardship) will tentatively be presented at the final Breakfast Series for the year. Appropriate individuals will be invited to attend in support of the cross-PSU award recipients. ITS awards will be presented at the spring ITS All-Staff Meeting (TBD).

Awards and Guidelines:

IT-wide awards:

- **IT Collaboration Award - \$300/awardee maximum, \$3,000/award maximum**
 - Award Guideline:
 - This award recognizes a group of individuals leading cross-administrative area initiatives that benefit Penn State as a whole or positively impact the lives of our customers.
 - Award Criterion:
 - Cross-administrative area representation of individuals working in IT, related IT field or support service.
 - Demonstrated/measurable positive impact on PSU mission, operations or welfare of PSU customers.
 - Nomination Requirements:
 - Nomination Form
 - Group Charge and final report demonstrating positive impact
 - 3 letters of support from different administrative areas across PSU
 - Ranking Committee:
 - PSU IT LEADER Steering Committee
- **Out of the Box Award - \$200/awardee maximum, \$2,000/award maximum**
 - Award Guideline:
 - This award recognizes an individual or group across IT at Penn State that develops and institutes innovative approaches to solving IT issues. Nominators should show demonstrated positive impact to Penn State.
 - Award Criterion:
 - Employee working in IT-related field at PSU
 - Demonstrated positive impact
 - Description of initial problem and innovative approach taken to solve it
 - Nomination Requirements:
 - Nomination Form
 - 2 letters of support, one from a supervisor
 - Ranking Committee:
 - College and Campus IT Directors subcommittee
- **Resource Responsibility Award - \$200/awardee maximum, \$2000/award maximum**
 - Award Guideline:
 - This award recognizes a group or individual across IT at Penn State for making a significant contribution in reducing or consolidating IT resources used in delivering an IT service to PSU. Resources could be financial, staff time or involve renewable energy (green initiatives).
 - Award Criterion:

- Employee working in IT-related field at PSU
 - Measurable results – resourcesavings
 - Benefit to IT and Penn State
- Nomination Requirements:
 - Nomination Form
 - 2 letters of support
 - Statement of Impact – measurable results
- Ranking Committee:
 - Debbie Meder and committee (TBD)

Awards and Guidelines (continued):

ITS Awards:

- **Coach of the Year Award - \$300/awardee maximum, \$1,200/award maximum**
 - Award Guideline:
 - This award recognizes a ITS staff member(s) that takes the time to support others in their professional journeys. They could serve as a coach, mentor or role model and be from any area or job category across ITS.
 - Award Criterion:
 - ITS Employee
 - No specific formal leadership or management role required
 - Nomination Requirements:
 - Nomination Form
 - Letter of Support
 - Notification of award candidate/acceptance of nomination – signature
 - Ranking Committee:
 - Senior Leadership Team (SLT)

- **Keeping it Positive Award - \$200/awardee maximum, \$1,200/award maximum**
 - Award Guideline:
 - This award recognizes a group or individual that is instrumental in building or maintaining a positive work climate.
 - Award Criterion:
 - ITS Employee
 - Nomination Requirements:
 - Nomination Form
 - 3 letters of support
 - Sample of program implemented or positive impact
 - Ranking Committee:
 - ITS Climate and Diversity Team