HUIT Diversity, Inclusion, and Belonging
Winter Update
Agenda

• HUIT Journey
• Recent Statistics & Themes
• Vision and Planning Framework
• FY21 Goals
• Training Overview
• Next Steps
Building on the accomplishments of the past few years, HUIT is well positioned to accelerate its plans for DIB and make an even greater impact.

**2015**
- Formalized partnership with WIT+
- Enhanced partnership with YearUp to increase pipeline

**2016**
- Enhanced DIB recruiting (e.g., debiased job descriptions)
- Conducted compensation review

**2017**
- Added diversity data to IPIT
- Launched multicultural events for staff

**2018**
- Created diversity track at IT Summit
- Launched WIT mentoring program
- Partnered with Apprenti to enhance pipeline
- Developed DAS Team and adopted Digital Accessibility Policy

**2019**
- Added DIB tags to classes in Harvard Training Portal
- Launched HUIT DIB task force
- Developed HUIT DIB Plan

**2020**
- Added gender neutral bathrooms to workspaces
- Added pronouns to email signatures
- University Initiatives
- HUIT Initiatives
## Recent Statistics and Themes

The current data show that while we are making progress, we still have a lot of opportunity ahead.

### Recent Statistics

**Demographics**
- 610 IT professionals in HUIT (38% female / 25% minority)
- HUIT female population slowly trending upward, 3% over 5 years
- Female hires are trending upward, 12% over 5 years; work to be done on minority hiring
- Female promotion rate trending upward and now outpacing University rate

**Inclusion & Belonging**
- 84% staff agree with “I feel like I belong at Harvard”
- 75% staff agree with “I can be my authentic self at Harvard”

### Themes from Staff

**HUIT Organization**
- Would like to see more diversity at the top and throughout HUIT
- Want more robust recognition practices (manager to staff & peer to peer)
- Need clearer career paths

**Support Areas**
- Staff identified “feeling safe to speak up” as a concern in previous surveys
- Staff have asked for training around DIB concepts and topics, such as anti-racism, unconscious bias
- Staff would like tools for having “difficult conversations”
In February 2020, we engaged the HUIT Extended Leadership Team to craft a vision for DIB in HUIT to guide our plans.

A work environment in which all individuals are treated fairly and respectfully, have equal access to opportunities and resources, and can contribute fully to HUIT’s success.
The HUIT DIB Task Force, with representation from across HUIT, has developed a DIB framework and plan.

**Task Force Accomplishments**

- Met 6 times over the past year
- Defined and prioritized DIB goals
- Launched DIB email and Slack channel
- Served as ambassadors to their service area
HUIT Diversity, Inclusion & Belonging Planning Framework

University I&B Plan

Goals
1. Recruitment, Retention, and Development Practices for Excellence
2. Academic, Professional, and Social Integration
3. Union of Academic Freedom and a Culture of Mutual Respect and Concern
4. Inclusive Values, Symbols, and Spaces

Tools
1. Leadership from the Top
2. School and Business Unit Strategic Planning
3. Aligned Organizational Structures
4. Data, Transparency, and Dialogue

HUIT DIB Framework
- **Attract**: Implement the HR processes to attract, develop, and retain a diverse workforce
- **Connect**: Enable staff to connect to each other and to the mission of Harvard
- **Respect**: Provide the resources and tools to create an environment of mutual respect
- **Embrace**: Ensure our symbols, spaces, systems, and processes reflect a culture of inclusion and belonging

HUIT Implementation Plan

Phases with goals/subgoals prioritized by impact

Phase 1
Data, Training, Communications, Hiring

Phase 2
Accessibility, Events, Onboarding, Tools

Phase 3
Best Practices, Prof. Development, Recognition, Space
Top DIB Goals for FY21

1. Finalize **DIB plan** and share with staff
2. Launch HUIT-wide **training program**
3. Define **data metrics** and begin to share progress transparently with community
4. Leverage **opportunity created by VERIP** to enhance recruiting and increase our diversity*

* Added goal this year after VERIP was announced
Given the results from past surveys, our highest priority for this year is responding to our staff’s request for DIB training and education.

<table>
<thead>
<tr>
<th>Phase</th>
<th>Objective</th>
<th>Key Deliverables</th>
<th>Timing</th>
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</table>
| LISTEN | Provide a safe and inclusive space for the HUIT community to share, listen, and learn from one another | • Engage and Learn from our community via DIB Listening Sessions  
• Build Training Infrastructure  
  o Identify and train HUIT DIB Ambassadors to deliver content  
  o Establish partnerships with University DIB leaders to leverage curricula | Feb-Mar |
| LEARN | Deliver educational courses to increase knowledge base of all HUIT staff on key DIB concepts | • Incorporate Listening Session Takeaways into Future Training Plan  
• Deliver DIB Training Courses – Sample offerings may include:  
  o Introduction to Diversity, Inclusion, and Belonging  
  o Understanding Unconscious Bias  
  o Power and Privilege  
  o Microaggressions  
  o Anti-Black Racism  
  o Allyship Workshop | FY21 Q4 – FY22 |
| COMMIT | Ensure the HUIT community is committed to continued learning and application of DIB best practices | • Deliver Annual DIB Refresher Courses and/or Workshops  
• Track & Report Out On Training Metrics to Ensure Long-Term Commitment to DIB Best Practices | On-going |
HUIT DIB Training – Listening Session Overview

**Objective:** Provide a safe and inclusive space for the HUIT community to share, listen, and learn from one another

**Intended Outcomes:**
- Seek greater understanding of the impact discrimination has on our individual sense of well-being
- Incorporate the data and ideas to inform our future training curriculum

**Proposed Session Structure:**
Duration: 1 hour  
Capacity: Zoom sessions of 75 HUIT staff  
Sessions: 10 (6 general and 4 affinity groups*)

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<tbody>
<tr>
<td>Black</td>
</tr>
<tr>
<td>Disability</td>
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<tr>
<td>General – Staff who support Harvard’s commitment to diversity, inclusion, and belonging</td>
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<tr>
<td>IPOC – Indigenous and People of Color</td>
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<tr>
<td>LGBTQ+ – Lesbian, Gay, Bisexual, Transgender, Queer, or other Queer Identity Groups</td>
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*Best practice to offer affinity groups, and to make them optional*
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<tr>
<th>Date</th>
<th>Time</th>
<th>Type of Session</th>
<th>Facilitator</th>
<th>Scribe</th>
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<tr>
<td>February 23</td>
<td>11:00</td>
<td>General</td>
<td>Alexis Stokes, Assistant Dean of DIB, SEAS</td>
<td>Sarah Craig</td>
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<tr>
<td>March 2</td>
<td>11:00</td>
<td>Black</td>
<td>Lori Cawthorne, Associate Director, HR and DIBAR, CADM</td>
<td>Amnery Saint-Hilaire</td>
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<td>March 9</td>
<td>11:00</td>
<td>General</td>
<td>Neel Chaudhury, Assistant Director of DIB, CADM</td>
<td>Amnery Saint-Hilaire</td>
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<tr>
<td>March 16</td>
<td>11:00</td>
<td>IPOC</td>
<td>Veronica Santana, Assistant Director of DIB, SEAS</td>
<td>May Woo-Mok</td>
</tr>
<tr>
<td>March 23</td>
<td>11:00</td>
<td>General</td>
<td>Jainaba Seckan, Project Manager, CADM</td>
<td>May Woo-Mok</td>
</tr>
<tr>
<td>March 30</td>
<td>2:00</td>
<td>Disability</td>
<td>Alexis Griffith Waye, Director, Employee Learning and Development, CWD</td>
<td>Amy Vest</td>
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<tr>
<td>April 6</td>
<td>2:00</td>
<td>General</td>
<td>Andrea Kelton-Harris, Sr. HR Consultant, FAS</td>
<td>Amy Vest</td>
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<td>April 13</td>
<td>3:00</td>
<td>LGBTQ+</td>
<td>Nicole Merhill, Title IX Officer</td>
<td>Sarah Craig</td>
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<td>April 20</td>
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<td>General</td>
<td>Rachael Ellison, Sr. OD Consultant, CWD</td>
<td>Doris Wells</td>
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<td>April 27</td>
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<td>General</td>
<td>Olivia Sevey, Title IX Education Project Manager</td>
<td>Doris Wells</td>
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Next Steps

Overall
• Prep training facilitators for Listening Sessions (February 11)
• Share plan with HUIT staff and announce training program (February 12)
• Launch first Listening Session (February 23)

Work Group
• Provide feedback on draft Listening Session questions (EOD, 2/5)
• Review Listening Session takeaways and recommend training sequencing and prioritization
Appendix
• **Diversity** represents the differences and similarities both visible and invisible that exist among people. Examples of difference can include age, class, ethnicity, gender, health, physical and mental ability, race, sexual orientation, religion, physical size, education level, job and function, personality traits, and other human differences.

• **Inclusion** means that everyone is included, visible, heard, considered and leveraged.

• **Belonging** means that everyone is treated and feels like a full member of the larger community and can thrive.
Summary

- HUIT female population growth slow but trending upward, 3% over 5 years
- Efforts to increase % of women and minority applications are working
- Female hires are trending strongly upward, 12% over 5 years; work to be done on minority hiring
- Need to ensure that our focus on hiring women in IT does not adversely affect minority hiring
- Strong focus on promoting women in IT in recent years is yielding good results; there is improvement in minority promotions, and need to maintain consistency there
HUIT DIB Framework and Goals

Attract
- Review HUIT hiring practices to ensure they are inclusive
- Ensure professional development opportunities are accessible and equitable for all HUIT staff
- Define DIB metrics to measure progress

Connect
- Enhance onboarding to better welcome staff to HUIT
- Align HUIT’s DIB efforts with the university’s DIB program, utilizing the Report of the Presidential Task Force on Inclusion & Belonging
- Ensure top 20 HUIT goals are clearly defined and understood across the entire organization

Respect
- Work with University experts to develop a DIB curriculum for all HUIT staff
- Identify tools to enable implementation of DIB best practices
- Foster a culture where DIB concepts and best practices are connected to HUIT values and work
- Provide safe spaces and communication channels for staff to share concerns and feedback

Embrace
- Create opportunities for staff to authentically reflect themselves within our environments
- Ensure HUIT’s workspace environments equitably support inclusivity and foster engagement
- Ensure the systems and process we design for our users reflect the principles of inclusion we are fostering within our organization
HUIT’s DIB Plan – Potential Phases

Phase 1
FY21

- Provide the foundation for an inclusive workplace environment through training, resource-sharing, hiring, and communication

- **Goals**: Provide guidance on creating inclusive goals
  - **Training**: Develop plan for building and delivering DIB curricula
  - **Communications**: Build out HUIT DIB website; enhance newsletter with DIB corner; communicate resources for staff
  - **Data**: Define metrics and build dashboard; include survey on baseline concepts
  - **Remote Work**: Provide info / tools for being inclusive while remote
  - **Hiring**: Leverage opportunity created by VERIP to increase diversity hiring

Phase 2
FY22: Q1-Q2

- Strengthen HUIT hiring practices and onboarding, tools, and community building

- **Events**: Ensure HUIT events strategy is aligned with DIB best practices and that event information is easily accessible
  - **Hiring**: Create employee referral program tied to DIB; Incorporate DIB language and resources in job postings; Ensure diverse representation of interviewers
  - **Onboarding**: Utilize survey results to inform inclusive hiring and onboarding process
  - **Tools**: Explore tools / channels for providing feedback in safe ways
  - **Accessibility**: Ensure service offerings and products follow Digital Accessibility guidelines

Phase 3
FY22: Q3-Q4

- Ensure ongoing success through mentoring, space enhancements, and optimization of best practices

- **Best Practices**: Create DIB guidelines that help to ensure our service offerings and products are adhering to DIB best practices
- **Professional Development**: Ensure equitable access to/representation of diverse staff in professional development opportunities
- **Recognition**: Scale HUIT values recognition cards for use across organization; ensure equitable awarding of Amazon gift cards
- **Space**: Develop HUIT galleries to showcase staff work and/or interests throughout our spaces; Review opportunities to add inclusive spaces
# HUIT DIB Task Force Membership

**Assignment Duration:** February 2020 – December 2020  
**Objectives:** The Task Force finalized the vision, framework, and prioritization for HUIT’s DIB plan.

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<tr>
<th>Service Area</th>
<th>Members</th>
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<tbody>
<tr>
<td>Academic Technology</td>
<td>Jill Ehrenzweig</td>
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<td></td>
<td>Erich Manser</td>
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<tr>
<td>Administration &amp; Finance</td>
<td>Sarah Craig</td>
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<td>Melissa Lucius</td>
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<td>Administrative Technology Services</td>
<td>Jinesh Mehta</td>
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<td></td>
<td>Hilary Stoebig</td>
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<tr>
<td>Collaboration &amp; Communication Services</td>
<td>Chris Agmi</td>
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<td>Barbara Loblundo</td>
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<td>Data Management Services</td>
<td>Rajesh Mohan</td>
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<td>Kae Audette</td>
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<td>Chip Goines</td>
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<td>Emily Kelly</td>
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<td>Strategy and End User Services</td>
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<td>Heather Lantz</td>
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<td>Support Services</td>
<td>Pete Chvany</td>
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<td>Technology Partner Services</td>
<td>Juliana DiLuca</td>
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<td>Cody Lazri</td>
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### HUIT DIB Working Group Membership

**Assignment Duration:** December 2020 – TBD  
**Objectives:** The Working Group is focused on implementing the goals outlined in HUIT’s DIB plan.

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