

# Diversity Plans

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## Diversity Committee

Committee Charge

Agendas and Minutes

Diversity Goals 2007-2012

Diversity and Multicultural Information

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## University Library Diversity Goals 2007-2012

### Goals

1. Create a welcoming environment for all members of the community.

#### Strategies

- o Increase awareness and understanding of diversity among Library employees, including students, by:
  - i. Providing training, workshops, and other educational opportunities, and incorporating diversity training into existing training opportunities (e.g., training for graduate assistants and student assistants). Training should focus both on general concepts and values and on issues relating to providing service and content to a diverse community;
  - ii. Developing mentoring programs for all new librarians and staff so that they better understand the Library's culture;
  - iii. Holding forums and discussions that feature participants from diverse communities that would allow employees to ask questions and improve their knowledge of other cultures, backgrounds, and people with disabilities;
  - iv. Promoting the understanding that diversity is a celebration of differences and identification of similarities;
  - v. Collaborating with other campus-level groups with similar missions (e.g., CITES) and
  - vi. Improving the website overseen by the Diversity Committee so that it will serve as the hub of useful information for employees.

#### Who's Responsible

- o Library administration
- o Diversity Committee
- o All employees

2. Enhance teaching, learning and research by improving access to information resources that serve the needs of a diverse academic community.

#### Strategies

- o Expand purchase of resources that represent the experience of diverse and underrepresented communities;
- o Move towards meeting 100% of accessibility standards in all Library web pages;

- Collaborate with DRES to work with content providers to make their materials accessible;
- Have an always up-to-date Gateway that provides easy access across disciplines and cultures;
- Form collaborations with groups that serve under-served communities (e.g., OLLI) and that produce or distribute content for under-served populations;
- Create websites, exhibits, and publications that highlight the Library's resources on diversity; and
- Work with consortial partners to expand awareness of vendors about accessibility issues for purchased or licensed information resources.

**Who's Responsible**

- Associate University Librarians

3. Recruit and retain faculty from diverse cultures and races and with disabilities that reflect societal demographics.

**Strategies**

- Continue to seek candidates for TOP hires;
- Improve recruitment strategies to build the most diverse pools possible;
- Participate in and support regional and national programs that recruit minority students to the profession (e.g., LAMP: LIS Access Midwest Program; ARL Initiative to Recruit a Diverse Workforce); and
- Support participation of individual library faculty in ARL's Leadership & Career Development Program

**Who's Responsible**

- University Librarian



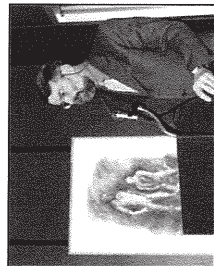
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For comments on this page contact: Gateway Conversion

Last modified by: Anna Dombrowski on 5/8/08



**University Libraries  
Strategic Diversity Implementation  
Plan 2006-2010**



Dean Mark Weber

1.	Diversity Initiative/Action	Strategic Theme/Goal & Objective	Outcome Measures	Timeline
	When appropriate make purchases through diverse suppliers registered at KSU.	Theme: One University with a Diverse Community. Objective 5. Increase the participation of minority and women owned businesses by implementing Kent State's supplier diversity plan.	i. An increase in purchase orders executed with diverse vendors.	Implement by 5/2008. Review progress annually.
	<b>Contact Person:</b> Emily Hermon <b>Budget:</b> No additional funding <b>New or Continuing:</b> New			
2.	Update "Minority Recruitment Resources Guide" and renew efforts to list open positions in diverse markets.	Theme: One University with a Diverse Community. Objective 2. Increase the number of underrepresented faculty in all academic programs. Objective 4. Increase the number of underrepresented staff and administrators at all levels of the university.	i. An increase in the number of diverse applicants for LMS positions.	Document updated by 1/2008. The document will be reviewed and updated biannually.
	<b>Contact Person:</b> Ken Burhanna (document), Emily Hermon (implementation) <b>Budget:</b> No additional funding <b>New or Continuing:</b> Continuing			

Diversity Initiative/Action	Strategic Theme/Goal & Objective	Outcome Measures	Timeline
<p>3.</p> <p>Instructional outreach to KSU feeder high schools, inviting classes of students to visit the university and library and giving them academic experiences that prepare them for college and potentially KSU.</p>	<p>Theme: One University with a Diverse Community.</p> <p>Objective 1. Increase the number of underrepresented students in each academic program and recognized student organizations.</p>	<p>i. An increase in number students attending KSU from these high schools.</p> <p>ii. An improvement in the success and persistence of incoming KSU students from these high schools.</p>	<p>Program data reviewed each summer.</p>
<p><b>Contact Person:</b> Ken Burhanna <b>Budget:</b> No additional funding <b>New or Continuing:</b> Continuing</p>	<p>Theme: One University with Equitable Retention</p> <p>Objective 2. Integrate and link support services provided for racially, ethnically diverse students as well as gay and lesbian students, students with disabilities and students from diverse religious backgrounds.</p> <p><b>Notes:</b> Future strategy that may be added will be to target local high schools with large populations of underrepresented students and work with them.</p>	<p>Program is formally called "Informed Transitions" <a href="http://www.library.kent.edu/highschool">www.library.kent.edu/highschool</a>. It has been in place since fall 2004. Over 1500 students have visited since its inception.</p>	
<p>4.</p> <p>Review and improve faculty/staff mentoring program by:</p> <ul style="list-style-type: none"> <li>- surveying current faculty</li> <li>- consulting with Dr. Michael</li> </ul>	<p>Theme: One University with Equitable Retention</p> <p>Objective 3. Develop individualized retention programs for underrepresented faculty members and staff through the Vice Provost.</p> <p>Theme: One University with Equitable Progress for All</p> <p>Objective 1. Identify and eliminate institutional obstacles that may impede the progress of women and underrepresented faculty.</p>	<p>i. Faculty will persist and progress at a high rate.</p> <p>ii. Improvements and/or revisions will be identified and made to the mentoring program.</p>	<p>Survey faculty by 5/2008.</p> <p>Consult with Dr. Michael by 12/2008.</p> <p>Revise/update mentoring program by 5/2009.</p>
<p><b>Contact Persons:</b> Faculty Professional Development Committee (within LMS) <b>Budget:</b> No additional funding required at this time. <b>New or Continuing:</b> Continuing</p>			

Diversity Initiative/Action	Strategic Theme/Goal & Objective	Outcome Measures	Timeline
<p><b>5.</b> Engage the university community in diversity by sponsoring programs and inviting lecturers to speak during Black History Month.</p>	<p>Theme: One University with Opportunities for Diversity Leadership</p> <p>Objective 3. Encourage Kent State leadership in the community, region, state and nation on matters concerning diversity.</p> <p>Objective 5. Provide resources that will enable Kent State to offer ongoing diversity training for a wide range of audiences.</p> <p>Theme: One University Embracing All Diversity Competencies</p> <p>Objective 6. Promote a rich educational environment that provides in-classroom and out-of-classroom opportunities for students to interact, experience, and grow in all aspects of diversity.</p>	<p>i. The scheduling of a speaker for 2008.</p> <p>ii. Seeking an attendance of 30 or more KSU community members.</p>	<p>Program data reviewed each summer.</p>
<p><b>Contact Person:</b> Mark Weber <b>Budget:</b> \$7,000 set aside <b>New or Continuing:</b> Continuing</p>	<p><b>Notes:</b> Program has existed for a number of years. Past speakers include: Bob Moses (2004), William A. Allen (2005), Peter N. Kirsanow (2006), and Lee H. Walker (2007).</p>		
<p><b>6.</b> Instructional outreach to diverse and underserved groups to ensure they feel welcome at the library and have the skills necessary to succeed.</p>	<p>Theme: One University with Equitable Retention</p> <p>Objective 2. Integrate and link support services provided for racially, ethnically diverse students as well as gay and lesbian students, students with disabilities and students from diverse religious backgrounds.</p> <p>Theme: One University with a Welcoming Environment</p> <p>Objective 3. Improve awareness of and services to underrepresented students.</p>	<p>i. Students having instructional experiences with the library will persist at a higher rate.</p> <p>ii. Students having instructional experiences with the library will take advantage of library services and resources at a high rate.</p>	<p>Instructional efforts are reviewed annually.</p> <p>Plan on conducting more intensive assessment projects during 2008-2009.</p>
<p><b>Contact Person:</b> Ken Burhanma and Mary Lee Jensen <b>Budget:</b> No additional funding required <b>New or Continuing:</b> Continuing</p>	<p><b>Notes:</b> Groups include Academic STARS, GED Scholars, Science Learning Community, International Students, Graduate Students of Color, and Adult Student Orientation.</p>		

Diversity Initiative/Action	Strategic Theme/Goal & Objective	Outcome Measures	Timeline
7. Increase the development of collections that support diversity and its research by offering diversity collection development grants to faculty.	<p>Theme: One University Embracing All Diversity Competencies</p> <p>Objective 4. Support active research on diversity issues, preparation of research papers, and publication of findings.</p> <p>Objective 5. Organize a support system for faculty who teach diversity courses and faculty who wish to broaden their knowledge and skills of cross-cultural pedagogy.</p> <p>Theme: One University with Opportunities for Diversity Leadership</p> <p>Objective 5. Provide resources that will enable Kent State to offer ongoing diversity training for a wide range of audiences.</p>	<p>i. Increase in the number and quality of research collections related to diversity issues.</p>	<p>Review possible grant program by 5/2008.</p> <p>(Tentative) Put out call for grant applications in spring 2009.</p> <p>(Tentative) Begin awarding grants and acquiring collections during 2009-2010.</p>
	<p><b>Contact Person:</b> Mark Weber <b>Budget:</b> \$3,000 <b>New or Continuing:</b> New</p>		
8. Annual professional development session for faculty and staff devoted to diversity issues.	<p>Theme: One University Embracing All Diversity Competencies</p> <p>Objective 5. Organize a support system for faculty who teach diversity courses and faculty who wish to broaden their knowledge and skills of cross-cultural pedagogy.</p> <p>Theme: One University with a Welcoming Environment</p> <p>Objective 5. Provide team-building as well as diversity awareness workshops for staff, faculty and administrators.</p>	<p>i. Faculty and staff will develop and improve professional competencies related to diversity.</p>	<p>Professional development programming is reviewed annually.</p>
<p><b>Contact Person:</b> Paul Fehrmann <b>Budget:</b> \$1,000 <b>New or Continuing:</b> New</p>	<p><b>Notes:</b> First session was conducted last summer. "Teaching Across Cultures" was presented by Charles Nieman.</p>		

Diversity Initiative/Action	Strategic Theme/Goal & Objective	Outcome Measures	Timeline
<p>9.</p> <p>LMS faculty members make ongoing contributions to diversity as a professional issue within librarianship at the state and/or national level by providing leadership within the Academic Library Association of Ohio (ALAO) and the American Library Association (ALA).</p>	<p>Theme: One University with Opportunities for Diversity Leadership</p> <p>Objective 3. Encourage Kent State leadership in the community, region, state and nation on matters concerning diversity.</p>	<p>i. Vice Provost Dr. Steve Michael will provide a keynote address to the Diversity Workshop during the 2007 ALAO Conference in Columbus, Ohio.</p> <p>ii. UDAC representative Ken Burhanna will be attending the National Diversity in Libraries Conference in 2008.</p> <p>iii. Ken Burhanna may seek to chair the ALAO Diversity Committee in 2008. He is currently a committee member.</p>	<p>ALAO Conference in 2007.</p> <p>Increased leadership opportunities possible in 2008-2009.</p>
<p><b>Contact Person:</b> Ken Burhanna <b>Budget:</b> Existing travel budget <b>New or Continuing:</b> New</p>	<p><b>Notes:</b></p>		
<p>10.</p> <p>Staff Recognition Luncheon and Student Worker Appreciation Luncheon</p>	<p>Theme: One University with Equitable Progress for All</p> <p>Objective 3. Monitor the reward and recognition programs of the university to ensure that no group is disadvantaged because of race, age, gender, religion, disability, nationality, ideological or sexual orientation.</p>	<p>i. Faculty and staff will make equitable progress and be rewarded equally for their contributions.</p> <p>ii. Student workers will feel appreciated, have high morale and will be retained from year to year.</p>	<p>Both luncheons occur annually during the spring semester.</p>
<p><b>Contact Person:</b> Mark Weber, Pamela Lemmons, Mary Lovin <b>Budget:</b> \$1,000 <b>New or Continuing:</b> Continuing</p>	<p><b>Notes:</b></p>		



11.	<b>Diversity Initiative/Action</b> Provide student workspaces and resources that are diverse and supportive and welcoming in the library.  This is a large initiative that has been underway for some time. It concludes the development of the Information Commons on the 1 <sup>st</sup> floor of the Main Library, the provision of Math and Writing Tutoring, the development of the Student Multimedia Studio, the renovation of quiet and group student spaces.  The newest piece will involve the <b>Writing Center</b> moving into the library (cost to library \$50,000).	<b>Strategic Theme/Goal &amp; Objective</b> Theme: One University with a Welcoming Environment  Objective. Provide quality physical and social environments for students and employees of all backgrounds.  Theme: One University with Equitable Progress for All  Objective 4. Adopt programs informed by data to enhance graduation rates of underrepresented students.  Theme: One University with Equitable Retention  Objective 2. Integrate and link support services....	<b>Outcome Measures</b> (Near term measures)  i. At its new location, the Writing Center will equal and surpass tutoring hours provided.  ii. LMS will experience increased referrals from the Writing Center to other services available at the library.  (Long term measure)  iii. Students who have experiences with library support services will persist at a higher rate.	<b>Timeline</b>  Writing Center should be operational within the library by fall 2007.  Library spaces and their uses are reviewed on an ongoing basis.
	<b>Contact Person:</b> Barbara Schlioman <b>Budget:</b> \$50,000 <b>New or Continuing:</b> Continuing	<b>Notes:</b> The Writing Center move and partnership is a collaboration between LMS and the English Department.		
12.	International Student Winter Reception  Librarians and staff invite international students to the library for a mid-day reception. Snacks, refreshments and library tours are offered.	Theme: One University with a Welcoming Environment  Objective 3. Improve awareness of and services to underrepresented students.  Theme: One University with Equitable Retention  Objective 2. Integrate and link support services.	i. Participation in the reception will increase the participation of international students in library programming.  ii. Experiences will international students will reveal future opportunities for supporting international students and understanding their needs.	Reception is planned at the end of each fall semester and scheduled for the intersession preceding the spring semester.
	<b>Contact Person:</b> Tammy Voelker <b>Budget:</b> \$500 <b>New or Continuing:</b> New	<b>Notes:</b> First reception occurred this past January during intersession.		

Diversity Initiative/Action	Strategic Theme/Goal & Objective	Outcome Measures	Timeline
<p><b>13.</b> Annual Information Commons Open House</p> <p>New students are welcomed to the libraries. Refreshments, snacks and library tours are offered. Games and give-a-ways are used to increase student engagement.</p>	<p>Theme: One University with a Welcoming Environment</p> <p>Objective 3. Improve awareness of and services to underrepresented students.</p> <p>Theme: One University with Equitable Retention</p> <p>Objective 2. Integrate and link support services.</p>	<p>i. Equal or surpass the number of students who attend the Open House from the preceding year. In 2006 over 400 students attended.</p> <p>ii. Equal or surpass the number of students who take library tours that day (365 in 2006).</p>	<p>The Open House is held on the Friday of Week of Welcome.</p>
<p><b>Contact Person:</b> Ken Burhanna <b>Budget:</b> \$1000 <b>New or Continuing:</b> New</p>	<p><b>Notes:</b> This is a Week of Welcome initiative.</p>		
<p><b>14.</b> Career awareness outreach to Exploratory, BUS and Latino undergraduate student organizations to promote librarianship.</p>	<p>Theme: One University with a Diverse Community</p> <p>Objective 2. Increase the number of underrepresented faculty in all academic programs.</p>	<p>i. Increase the number of students who pursue graduate study in librarianship.</p> <p>ii. Increase the number of librarians in the field from diverse backgrounds.</p>	<p>Initiative is at very early stages.</p> <p>Plan on piloting an outreach program by 2008-2009.</p>
<p><b>Contact Person:</b> Mark Weber and Ken Burhanna <b>Budget:</b> No additional funding required <b>New or Continuing:</b> New</p>	<p><b>Notes:</b> Because the profession of librarianship has so few candidates from diverse backgrounds, these types of "grow your own" programs are necessary.</p>		

15.	Diversity Initiative/Action	Strategic Theme/Goal & Objective	Outcome Measures	Timeline
	<p>Establish a partnership with historically black universities. These partnerships would attract graduating seniors at these institutions to enroll at the School of Library and Information Science at KSU and work under an assistantship for Libraries and Media Services.</p> <p>Partnerships with Lincoln University and Central State University have yet to result in a partnership agreement, but we plan to continue pursuing this.</p>	<p>Theme: One University with a Diverse Community</p> <p>Objective 2. Increase the number of underrepresented faculty in all academic programs.</p>	<p>i. Create a partnership with one or more of these historically black universities by 2010.</p>	<p>This initiative is reviewed annually.</p>
	<p><b>Contact Person:</b> Mark Weber <b>Budget:</b> Pending, uncertain at this point. <b>New or Continuing:</b> Continuing</p>	<p><b>Notes:</b> This has been explored as a partnership with the School of Library and Information Science.</p>		
16.	Diversity Initiative/Action	Strategic Theme/Goal & Objective	Outcome Measures	Timeline
	<p>Make strong commitment to diversity by including it in the revision of Libraries and Media Services' mission statement</p>	<p>Theme: One University with a Diverse Community</p> <p>Objective 2. Increase the number of underrepresented faculty in all academic programs.</p>	<p>i. Release new mission statement that recognizes diversity as an important value.</p>	<p>Finish by end of 2008-2009 academic year.</p>
	<p><b>Contact Person:</b> Mark Weber <b>Budget:</b> None <b>New or Continuing:</b> New</p>	<p><b>Notes:</b></p>		

Diversity Initiative/Action	Strategic Theme/Goal & Objective	Outcome Measures	Timeline
<p>17.</p> <p>Establish a diversity committee comprised of faculty, staff and students that will oversee and coordinate diversity initiatives and help articulate this implementation plan.</p>	<p>Theme: One University with a Diverse Community</p> <p>Objective 2. Increase the number of underrepresented faculty in all academic programs.</p>	<p>i. Establish a committee with a charge that is codified in the faculty handbook.</p>	<p>This initiative is reviewed annually.</p>
<p><b>Contact Person:</b> Mark Weber  <b>Budget:</b> None  <b>New or Continuing:</b> New</p>	<p><b>Notes:</b></p>		

University of Louisville  
 2008-2010 Unit Diversity Plan Template  
 (REVISED 11/08)

**Unit: U of L Libraries**

**Vision Statement:**

► **Vision Statement:**

**Mission:**

The University of Louisville Libraries fosters a welcoming environment inclusive in its understanding and integration of the dimensions of diversity, including, but not limited to diversity based on race and ethnicity, gender, disability, sexual orientation, age, religion, and class. The University Libraries are charged with two fundamental goals: 1) to encourage the recruitment and hiring of employees who represent the diversity of our society, at all levels, including professional, paraprofessional, and student assistants; and 2) to use our collections and programs to enhance the understanding of the kaleidoscope of diversity.

**Goals:**

The specific objectives for the Libraries Diversity Task Force are to:

- Regularly monitor and update diversity plan to ensure the Libraries are in line with the diversity goals of the University
- Monitor diversity climate to determine the needs, concerns, and perceptions of Libraries faculty, staff, and students
- Use appropriate outlets to communicate and promote diversity goals and efforts
- Partner with others to provide educational, inspirational, and transformative diversity programs

**Diversity Scorecard Goals: Advance diversity through the workforce, student populations, programs and training (measurements for unit scorecards).**

Goals	Diversity Category	Strategies	Tactics/Action	Assessment / Measurement	Timeline
Increase enrollment, retention and graduation rates of students of color (undergraduate, graduate and professional)	Students	Partner with academic units and student groups to provide academic support to students of color	Participate in programs/events offered by the cultural center to promote library services  Provide library instruction for international students	Increase awareness of library services and usage by international students	Outreach to cultural center began in 2008  Library orientation session offered in

Set to Print Landscape on Legal Paper

<p>Increase employment and retention of faculty, staff and administrators of color (full time)</p>	<p><b>Employees</b></p>	<p>Maintain or increase the number of faculty, staff, and administrators of color and underrepresented groups                  Work towards increasing the diversity of applicant pools                  Retain staff, faculty, and administrators</p>	<p>Meet with diverse student groups (such as the Porter Scholars) to create awareness of library services available                  Promote open library positions in publications, lists, and at events that target minority applicants                  Request data from HR on previous applicant pools to determine diversity of applicants                  Provide mentoring, professional development opportunities, and reward/recognition to the work of staff, faculty, and administrators                  Conduct a satisfaction survey of current faculty and staff of color to measure the effectiveness of retention efforts</p>	<p>Increase in library research sessions and usage by Porter Scholars students</p>	<p>2008                  Diversity Resident Librarian will hold introduction to the library class for Porter Scholars in fall 2009                  This is a standard and ongoing process for advertising open positions                  Mentoring program for tenure track faculty created in 2008. Program is ongoing.                  Mentoring is also a component of the diversity residency program</p>
<p>Percentage of increase of applicants</p>	<p>Percentage of staff and faculty of color retained</p>	<p>Percentage of favorable results from faculty, staff, and administrators.</p>			

<p>Increase number of programs related to diversity education, networking opportunities and training.</p>	<p><b>Programs and Training</b></p>	<p>Continue to partner with other units to provide diversity training and educational programs for staff, faculty and students</p>	<p>Create evaluation process to determine success of programs, and gauge interest and needs of participants  Use evaluation data to determine future programs</p>	<p>Maintain high level of diversity programming.</p>	<p>Evaluation form and processes to be completed in 2009</p>
		<p>Continue to provide a welcoming and efficient space for diversity related events to be used by the University community</p>	<p>Review room reservation calendars to determine how the spaces are being used, by whom, type of events, etc. Contact a sampling to gauge satisfaction.  Insure policies and processes for using space in the libraries are straightforward and easy to follow</p>	<p>Maintain high level of use of space for diversity related events by the University community</p>	<p>Diversity Task Force will conduct a review of usage data in 2009</p>

**Strategic Plan 2020 Theme: DIVERSITY, OPPORTUNITY & SOCIAL JUSTICE**

**University Theme: Actively welcome all to a center of learning that embraces the diversity of ideas, cultures and people**

- ▶ The University Libraries strives to create a welcoming, inclusive environment for students, employees, and community that serves as a center of learning where diversity is celebrated through collections, exhibits, and programming.

Goals	Diversity Category	Strategies	Tactics/Action	Assessment / Measurement	Timeline
<b>Implement programs to assist minorities and women to become academic and university leaders</b>					
Recruit and hire underrepresented people of color and women for leadership positions	Leadership Employees	Maintain or increase number of women and librarians of color	Advertise administrative and librarian positions in all appropriate lists for librarians from underrepresented groups  Network and publicize positions at local, regional, and national library meetings	In 2008, 2 of the 4 open faculty positions were filled by women from under-represented groups, one at the management level.	Efforts are ongoing, as positions become available



<p>Implement programs that provide mentoring and internship opportunities for development of internal underrepresented people of color and women as leaders</p>	<p>Leadership                  Employees                  Students</p>	<p>Provide opportunities for librarians from underrepresented groups to gain leadership experiences</p>	<p>Provide funds for librarians to attend leadership conferences and institutes</p>	<p>Increased knowledge and preparation for leadership within the profession</p>	<p>In 2008 a librarian received funding to attend the Minnesota Institute for New Librarians of Color, a weeklong leadership institute. Librarians plan to send other employees to Institute in the future</p> <p>A recently hired librarian was accepted into the American Library Association (ALA) Emerging Leader's program and will attend conferences in 2009</p> <p>Program kickoff was held in 2008</p>
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Goals	Diversity Category	Strategies	Tactics/Action	Assessment / Measurement	Timeline
<b>Develop a campus environment that is welcoming to all people and in which diversity, social justice and provision of academic opportunity are intrinsic values</b>					
Incorporate principles of cultural diversity, global awareness and social justice into appropriate portions of educational curricula, research and scholarship programs and programs in civic engagement	Leadership Curriculum Employees Students	Contribute to student awareness of other cultures, global awareness, and social justice issues through programming and exhibits within the libraries	Host yearly events/exhibits that highlight diversity  Sponsor yearly exhibits/events featuring African American history or authors  Offer programs and exhibits that educate and create discussion around issues of social justice and global awareness	Review of program evaluations from participants	Programs offered throughout the year
Implement a review of the Americans with Disabilities Act review and prepare a unit action plan	Leadership Employees Students	Ensure Libraries are equipped to serve needs of students and employees with disabilities, with regard to physical accommodations, services, and accessibility.	Implement a review of Libraries Website to identify ways to improve accessibility for patrons with disabilities  Devise a plan to make improvements	Use available software to assess Libraries web pages to determine compliance with ADA requirements	In process
Support student learning on issues of diversity, social justice, and global awareness through the library collections		Ensure library collections reflect campus diversity	Regularly monitor holdings and approval plans to ensure the Libraries are purchasing books, films, and electronic/digital resources that support areas of study at the University, and are inclusive of diversity, social justice, and global awareness  The University Archives and Special Collections areas are committed to providing widespread access to diverse materials, and recently launched a digital collection of its African American oral histories	Review of collection growth data	Ongoing process

Identify ways to communicate diversity efforts to the campus community	Communicate diversity efforts to campus community Improve participation and support for diversity events and programs sponsored by the libraries	Promote diversity efforts through the Libraries diversity program page Promote Libraries events & programs through appropriate campus news organs Ensure library subject pages list and link to diversity resources and collections	Ongoing
Partner with other campus units to provide an inclusive, diverse, engaging, learning environment	Create a learning environment where students are welcomed and issues of diversity and social justice are embraced and promoted	Provide office space for the Muhammad Ali Institute for Peace and Justice Provide space for the Anne Braden Institute for Social Justice Research	Done

**Increase diversity within the field of library science**

Goals	Diversity Category	Strategies	Tactics/Action	Assessment / Measurement	Timeline
Provide professional library experiences through internships and residencies for MLS students/recent graduates from underrepresented groups	Leadership Employees	Prepare library science students and recent graduates from underrepresented groups for careers in library science Increase diversity in the profession and the U of L Libraries	Since the inception of the program, 3 librarian interns (2 African Americans and 1 Hispanic) from underrepresented groups have graduated with MLS degrees and have been promoted to librarian positions The Libraries also hired an African American male resident for the 2006-2007 school year The libraries formalized its Diversity Residency Program to provide a 2-3 year residency for a new librarian from an underrepresented group. The search process was completed in spring of 2008.	Increase in the number of librarians from underrepresented groups in academic librarian positions Increase in the number of minorities within the profession of library science	New library resident began in summer of 2008

<p>Promote the field of librarianship to increase interest for students from underrepresented groups</p>	<p>Students</p>	<p>Increase interest in the field of library science and number of applicants to LIS programs</p>	<p>Contact minority student groups and organizations on the UofL campuses about professional opportunities in librarianship</p> <p>Contact local volunteer, community outreach, and pre-professional minority organizations about professional opportunities in librarianship</p> <p>Speak to local school groups about the profession and expose them to the field</p> <p>Provide student assistants with information about the field of library science</p>	<p>Increased awareness of library science programs, scholarships, library positions, and related information</p>	<p>Ongoing</p>
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**Implement strategies to retain minority hires**

Goals	Diversity Category	Strategies	Tactics/Action	Assessment / Measurement	Timeline
<b>Develop programs and initiatives that contribute to the professional growth and success of minority faculty and staff</b>					
Provide professional development opportunities for faculty	Leadership Employees	Assist faculty in gaining skills and information needed to successfully obtain tenure	Libraries Faculty Personnel Officer provides peer-sharing sessions for faculty and staff to discuss Criterion B-D. Sessions allow new and existing faculty to learn from each other and gain strategies for success in these areas.  Libraries Faculty Personnel Officer provides orientation sessions for new librarians  Residency restructuring committee developed general orientation program for the incoming resident  New faculty have access to support through the mentoring program for tenure-track faculty	Retention of new hires  Satisfactory performance reviews	Offered as new faculty members are hired
Provide professional development opportunities for staff		Equip staff with tools for success within the libraries	Develop a supervisory skills training program for staff	Develop objectives for the training program	

**Create a healthy working environment for employees where differences are appreciated, respected, and valued**

Goals	Diversity Category	Strategies	Tactics/Action	Assessment / Measurement	Timeline
<b>Monitor diversity climate within the Libraries</b>					
Be proactive in handling diversity and climate issues in order to create a healthy working environment	Leadership Employees	Conduct a diversity climate survey Collect/review informal feedback from employees on diversity and climate issues	Library wide diversity survey was conducted, results were reviewed and suggestions/recommendations discussed with Libraries administration  Continue regular review of climate through formal/informal surveys and employee feedback.  Conduct satisfaction survey to determine effectiveness of retention efforts	New initiatives resulting from survey results and recommendations	Diversity climate completed in 2006  Ongoing
	Students	Monitor library user surveys/comment cards for indications of service issues related to diversity			Survey on retention to be completed by spring 2010  Ongoing

Goals	Diversity Category	Strategies	Tactics/Action	Assessment / Measurement	Timeline
<b>Expand diversity training opportunities for the Libraries</b>					
Create training programs and	Leadership	Create a working environment that	Provide informal educational opportunities	Favorable response from	Diversity video series

learning opportunities for faculty, staff, and administrators	Employees	promotes respect, understanding, and appreciation of differences	such as film series, book discussions, and exhibits on diversity related issues.  In response to the diversity climate survey the Libraries held a year long diversity video series for employees highlighting a film every other month on a different aspect of diversity. Facilitators from U of L and the community lead discussions after the films.  Provide formal diversity training for libraries employees	employees attending films and discussion	completed.  Libraries plan to offer LGBT training in 2009
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**University Theme: Promote principles of diversity and social justice in educational opportunities, civic engagement and international awareness**

► The Libraries encourage and promote diversity, social justice, global awareness, and civic engagement through educational exhibits and programs, outreach, and partnerships

Goals	Diversity Category	Strategies	Tactics/Action	Assessment / Measurement	Timeline
<b>Increase extracurricular learning opportunities to broaden the horizons of our students so that they understand and value people of many cultural backgrounds</b>					
Expand service learning and community internships	Leadership Training – students	Involve classes and individual students in service learning projects that allow them the opportunity to learn about different cultures while also helping others through giving and volunteerism	Libraries sponsored 2 events in 2007 and 2008 that included student curated exhibits and charity art auctions	Review participant evaluations to determine program success	
<b>Devise and Implement a comprehensive plan for global awareness and engagement</b>					
Develop a strong program for international visiting students	Leadership	Partner with community groups to provide work and educational experiences for visiting students.	The University Libraries participate in the Sister Cities Montpelier Work Exchange Program . Each year 1 or 2 college students from Montpelier France come to work for one month in the University Libraries. The experience	Completion of program	Ongoing summer program

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			provides cross-cultural learning for the students and cultural immersion as they live, work and socialize in the community. A small salary and living stipend is provided to the students in the program.		
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Goals	Diversity Category	Strategies	Tactics/Action	Assessment / Measurement	Timeline
<b>Participate in mission-centered social and economic justice programs</b>					
Promote recycling, energy conservation programs and other environmentally responsible practices	Leadership	<p>Create a more sustainable environment</p> <p>Promote sustainability through provision of resources and programs for students and library users</p>	<p>Develop a plan to improve sustainability within the libraries, pending University planned energy audit</p> <p>Provide resources for students on sustainability issues</p> <p>Implement a recycling program</p> <p>Conduct a session for the Libraries on sustainable office practices</p>	<p>Completion of plan for the libraries</p>	<p>Resources available through Libraries website</p> <p>Recycling program developed in 2008</p> <p>Session held 2008.</p>
Develop excellence in bioethics and health care delivery disparities study and service	Leadership	Support research in the area of bioethics through library collections and programs	Kornhauser Library and Ekstrom Library are in the process of purchasing monographs in support of the new MA in Bioethics and Medical Humanities.	Continued growth of collection to support program	

Goals	Diversity Category	Strategies	Tactics/Action	Assessment / Measurement	Timeline
<b>Partner with organizations outside the Libraries to promote diversity</b>					
Partner with other libraries and organizations to promote diversity	Leadership Employees	Create awareness of and advocacy around diversity issues within the profession	The Libraries were instrumental in efforts to bring the KLA/KSMA/SELA/ARL National Diversity in Libraries Conference to Louisville. The conference was held in October 2008  Librarians at U of L actively participated in planning and presented on diversity and library related topics with librarians from around the country	Program evaluations can be used to determine increase of awareness	Conference held in October 2008
Partner with other organizations on campus to promote diversity	Leadership Employees	Collaborate with University community to promote and further diversity efforts	Librarians serve in organizations and on committees such as CODRE, the Anne Braden Institute for Social Justice Research advisory board, and the University Diversity Chairs committee. Librarians also participate in UofL efforts such as the Strategic Partnership Initiative and Arts & Culture Partnership Initiative.	Increased library involvement in campus diversity efforts	Ongoing

### UMASS AMHERST LIBRARIES' COMMUNITY, DIVERSITY, AND SOCIAL JUSTICE ACTION PLAN

This action plan is written in response to the UMass Amherst Academic Affairs Community, Diversity, and Social Justice (CDSJ) Assessment Report issued in Fall 2003. In January 2002, the Academic Affairs CDSJ Team was constituted and charged with conducting an assessment as part of the campus-wide Community, Diversity, and Social Justice initiative. The Fall 2003 assessment report analyzes the results of the "Academic Affairs Survey of Employee Attitudes and Experiences" conducted in November 2002. In March 2004, Provost Charlena Seymour charged the Deans and Directors with developing action plans for their units on the basis of areas identified as calling for change. The key areas to be addressed in the action plans are Goals and Values, Personnel Policies, Work Environment, Management Practices, and Teaching and Learning.

In April 2004, Director of Libraries Jay Schafer tasked a Committee consisting of Allison Dolcey (Stacks Management Student Assistant), Michael Magrath (Stacks Management Supervisor), Anne C. Moore (Associate Director for User Services), Anne L. Moore (Access Services Coordinator), Kathy Nowicki (Serials and Microforms Assistant), and Dianna Williams (Assistant Director for Human Resources) to develop a CDSJ action plan for the UMass Amherst Libraries. Ninety library staff members replied to the November 2002 survey, a 70% response rate. The areas of concern identified in the library survey results include a lack of respect felt across job classifications (particularly by classified staff), outdated job descriptions, and lack of diversity within the Library staff. Therefore, the committee focused on writing actions that would address these areas of concern. The Committee drafted a plan outlining broad goals and specific actions which they believe will move the Library forward in creating a community committed to diversity and social justice. To ensure success, the Action Plan specifies the groups responsible for implementing each action and its intended start and completion date.

The CDSJ Action Plan draft was submitted to the Library's Senior Management Group and Staff Council for review and comment. Each of those groups solicited input regarding the draft from library staff. The CDSJ Action Plan was also a topic for discussion at an All Staff Meeting. This final plan was approved by the Senior Management Group on January 19, 2005 with the expectation that it will position the Library as a model of CDSJ activity on campus.

#### Definitions

**Community:** An interactive environment which values the richness and differences of individuals and cultures while affirming our common humanity.

**Diversity:** A range of human, social and cultural characteristics which shapes our sense of self and our relationship to the social world.

**Social Justice:** Efforts to eradicate exclusion and promote full and equal inclusion and participation for all social groups.

[From pages 4 & 5, [The CDSJ Initiative: A New Approach to Community, Diversity and Social Justice](http://www.umass.edu/ohr/cdsj_report1.htm).  
[http://www.umass.edu/ohr/cdsj\\_report1.htm](http://www.umass.edu/ohr/cdsj_report1.htm)]

**I. Addressing Goals and Values**

**A. Enhance the sense of community in the Library.**

Action	Implementation	Start Date	Completion Date
1. Revise the Library's Mission Statement to reflect its commitment to community, diversity, and social justice.	Senior Management Group Staff Council	January 2005	May 2005
2. Provide opportunities for social interactions to build community—staff picnics, holiday party, “sherry” party or end-of-semester celebration, social time after all-staff meetings, etc.	Staff Council	Spring 2005	On-going
3. Involve more staff in the work of the Library during the semester; e.g., staffing extended hours before and during exams, staffing the Information Desk during the first two weeks of the semester, welcoming guests to events, assisting with the setup of displays. Provide necessary training.	User Services Division, but participation by all	Spring 2005	On-going
4. Create a Staff Development Committee to recommend and facilitate staff training and enrichment opportunities.	Director of Libraries	February 2005	On-going
5. Sponsor “What We Are Reading” program—select a book to read, post a list of what staff recommends to read, host minority author book signings and discussions, which are open to the public.	Staff Council	Spring 2005	On-going
6. Host brown-bag lunches once a month with a film or speaker.	Events Committee	Spring 2005	On-going

**I. Addressing Goals and Values**

**B. Increase respect between classified and professional staff.**

Action	Implementation	Start Date	Completion Date
1. Establish program of in-depth departmental orientations for both professional and classified staff. This may initially be targeted to new and transfer staff.	Staff Development Committee	January 2005	On-going
2. Present an open house each month wherein staff of one department address their on-going functions and new initiatives to library-wide audience in a social environment.	Events Committee	Spring 2005	On-going
3. Create teams of professional and classified staff to teach skills/make presentations to other staff; e.g., Web skills/GUI for using MfICirc, ExLibris.	Staff Development Committee	Spring 2005	On-going
4. Award matching funds from the Staff Development endowment to provide opportunities for staff to attend staff development programs.	Staff Development Committee	Spring 2005	On-going
5. Present brown-bag lunches for reports and updates about conferences and workshops attended as well as publications.	Senior Management Group Staff Development Committee	Spring 2005	On-going

**I. Addressing Goals and Values**

**C. Enhance sense of community for Library staff within the campus.**

Action	Implementation	Start Date	Completion Date
<p>1. Assign liaisons to service departments on campus—Everywoman's Center, Stonewall Center, Disability Services, Alumni Affairs, Housing, Campus Activities Office, Athletics.</p>	<p>Associate Directors Liaison Council</p>	<p>January 2005</p>	<p>On-going</p>
<p>2. Create an Events Committee to coordinate Library events, including some open to the campus community.</p>	<p>Director of Libraries Staff Council</p>	<p>February 2005</p>	<p>On-going</p>
<p>3. Involve the Library in campus activities by opening the scheduling of Library meeting and event space to the campus.</p>	<p>Senior Management Group</p>	<p>Fall 2005</p>	<p>On-going</p>

**II. Addressing Personnel Policies**

**A. Increase the diversity of the professional and classified staff in the University Library. Recruit professional and classified staff from diverse backgrounds.**

Action	Implementation	Start Date	Completion Date
1. Research additional sources for advertising vacant positions to target minority applicants.	Assistant Director for Human Resources CDSJ Team	January 2005	On-going
2. Support staff and student Library assistants who wish to attend library school with mentoring.	CDSJ Team	Spring 2005	On-going
3. Investigate adding descriptive information about the Library and the Amherst campus to our vacancy postings.	Assistant Director for Human Resources CDSJ Team	January 2005	On-going
4. Apply for a grant (possibly from the Institute of Museum and Library Services -IMLS) to establish a minority residency or internship program.	Director of Libraries Director of Library Development & Communications CDSJ Team	Spring 2005	Depends on Grant Application Process
5. Continue to offer workshops for staff on a broad spectrum of diversity topics.	CDSJ Team Staff Development Committee	Spring 2005	On-going
6. Investigate additional retention incentives; i.e., a mentoring program.	CDSJ Team	Spring 2005	On-going

**III. Addressing Management Practices**

**A. Ensure all Library job descriptions are accurate and up to date.**

<b>Action</b>	<b>Implementation</b>	<b>Start Date</b>	<b>Completion Date</b>
1. Develop and implement a new procedure for updating classified job descriptions, including All Staff Meeting with campus Human Resources personnel.	Assistant Director for Human Resources Senior Management Group	January 2005	March 2005
2. Revise all Form 30s within the Library	Assistant Director for Human Resources Senior Management Group	January 2005	December 2005
3. Revise all professional job descriptions	Assistant Director for Human Resources Senior Management Group	January 2005	August 2005
4. Encourage the University to work with the state to update Library job classifications in Massachusetts.	Director of Libraries Assistant Director for Human Resources	January 2005	On-going



**IV. Addressing Work Environment**

**A. Improve the work environment, both in the Libraries and on campus, and position the Library as a model in diversity and social justice for the campus and community.**

Action	Implementation	Start Date	Completion Date
<p>1. For users and staff, create a prominent announcement space to promote campus wide activities and information, perhaps starting with something as simple as a bulletin board, and progressing to include an information presentation system. This should be included in the plans for a learning commons. Postings and information should be actively sought through contact with campus organizations.</p>	Events Committee	Spring 2005	On-going
<p>2. Post information about cultural, national, and religious holidays on the Intranet.</p>	CDSJ Team	Spring 2005	On-going
<p>3. Include student representatives on Staff Council and other Library committees.</p>	Staff Council Student Supervisors	Spring 2005	On-going
<p>4. Improve the working climate for our student workers by:</p> <ul style="list-style-type: none"> <li>a. Hosting activities to show our appreciation of student employees with departmental and Library-wide pizza lunches.</li> <li>b. Open some Staff Development training to students, particularly customer service- and diversity-related training.</li> <li>c. Encourage student growth and retention by providing opportunities to change job assignments and to assume increasingly more complex work assignments.</li> </ul>	<ul style="list-style-type: none"> <li>a. Events Committee Student Supervisors</li> <li>b. Staff Development Committee CDSJ Team</li> <li>c. Human Resources Student Supervisors</li> </ul>	<ul style="list-style-type: none"> <li>a. Spring 2005</li> <li>b. Spring 2005</li> <li>c. Spring 2005</li> </ul>	<ul style="list-style-type: none"> <li>a. On-going</li> <li>b. On-going</li> <li>c. On-going</li> </ul>
<p>5. Provide a Library-wide student orientation each semester to build student knowledge and enhance performance.</p>	Senior Management Group Student Supervisors	Spring 2005	On-going

*V. Addressing Teaching and Learning*

**A. Create an atmosphere that is welcoming and comfortable as well as supportive to learning.**

Action	Implementation	Start Date	Completion Date
1. Update furnishings	Administrative Services	Spring 2005	On-going
2. Improve lighting	Administrative Services	Spring 2005	On-going
3. Create a relaxed atmosphere by setting up more artwork and greenery.	Art & Exhibits Committee	Spring 2005	On-going
4. Improved signage	Senior Management Group Signage SWAT Team Administrative Services	Spring 2005	On-going
5. Create new or expand existing display areas through digitization and other means	Art & Exhibits Committee Special Collections & Archives	Spring 2005	On-going
6. Review and update exhibit procedures, so students and faculty can offer displays and artwork in the Library which reflect a diverse community.	Art & Exhibits Committee Senior Management Group	Spring 2005	On-going
7. Encourage faculty to display multicultural projects and hold events in the Library that they and their students have developed as part of their curricula	Liaison Council CDSJ Team Events Committee	Fall 2005	On-going
8. Create Web-based subject guides. Electronically distribute lists of new and relevant Library resources to faculty each semester. Ask faculty to discuss these resources with their students.	Liaison Council	Spring 2005	On-going

**V. Addressing Teaching and Learning**

**A. Create an atmosphere that is welcoming and comfortable as well as supportive to learning. (Continued)**

9. Strengthen tours and programs for international students and faculty by working with the International Programs Office.	User Services	Summer 2005	On-going
10. Create displays of books or art that highlight significant holidays or events from other cultures. Create reading lists to complement each display.	Art & Exhibits Committee	Fall 2005	On-going
11. Monitor access to Library services and facilities.	Health & Safety Committee Administrative Services	Spring 2005	On-going

**V. Addressing Teaching and Learning**

**B. Insure access by all to the Library's resources and services.**

<b>Action</b>	<b>Implementation</b>	<b>Start Date</b>	<b>Completion Date</b>
1. Expand the Archives and Special Collections online exhibit program.	Special Collections & Archives	Spring 2005	On-going
2. Invite members of the greater community to offer programs, workshops, art and displays that contribute to the education of the campus community concerning diversity and social justice.	CDSJ Team Events Committee Art & Exhibits Committee	Fall 2005	On-going
3. Partner with the Daily Collegian to write a series on the Library, including services offered, collection contents, and the history of the W.E.B. Du Bois Library.	Liaison Council Special Collections & Archives Director of Library Development & Communications	Spring 2005	On-going
4. Continue to distribute Library hours and information to Housing Services and RAs each fall for posting.	User Services	Spring 2005	On-going

**V. Addressing Teaching and Learning**

**C. Enhance a sense of community for all Library users.**

Action	Implementation	Start Date	Completion Date
1. Create a mural or display depicting places from which students, Library staff and student staff come, thus promoting a sense of identity and community.	CDSJ Team	Spring 2005	On-going
2. Create spaces specifically designed for students to congregate and talk.	Administrative Services	Spring 2005	On-going

**V. Addressing Teaching and Learning**

**D. Enhance the awareness of social justice by Library users.**

Action	Implementation	Start Date	Completion Date
1. Commission artwork to reflect the different ethnicities of the student population.	Art & Exhibits Committee Administrative Services	Fall 2005	On-going
2. Continue to publicize diversity programs and events taking place in either the community or on campus, with posters placed in areas where students gather.	CDSJ Team Art & Exhibits Committee	Spring 2005	On-going

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**University of Minnesota Libraries**  
**Diversity Outreach Action Plan**  
Last Updated: August 19, 2009  
From  
Diversity Outreach Collaborative

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**Diversity Action Plan Draft 06/11/08 JLG**

***Purpose***

The purposes of this Diversity Action Plan is:

- to provide background information about diversity efforts at the University of Minnesota related to the institution's strategic planning,
- to inform readers the University Libraries' (UL) steps towards a programmatic diversity initiative, and
- to list specific actions which initiate the official diversity program for the UL.

***Background and Working Definition of Diversity***

Diversity throughout the University of Minnesota system is an important theme in the University's commitment to transform itself into one of the top three research institutes in the world. The strategic positioning process included a System Wide Academic Task Force on Diversity. Beyond that, the issue of diversity arose in almost every task force report related to the U's strategic positioning. A diverse institutional community will contribute to faculty, staff and student retention through the creation of an inclusive supportive academic environment, and will lead to a level of academic excellence that supports the University's "top three" goal.

The System Wide Academic Task Force on Diversity states, "Diversity should be defined as the full range of human difference that influences access, equity, and relationships in living, learning, and working environments. These differences have resulted historically in under-representation and marginalization based on race, ethnicity, gender identity/expression, sexual orientation, religion, disability, age, socioeconomic status, geography, and citizenship status. In other words, the University will be truly diverse when differences among individuals are leveraged to strengthen and enrich learning, working, and social environments, instead of being viewed as a negative condition."

***Background: Diversity Initiatives at the University of Minnesota***

The full report of the System Wide Academic Task Force on Diversity (2004) is available at the following url:  
[http://www1.umn.edu/systemwide/strategic\\_positioning/tf\\_sys\\_acad\\_diversity.html](http://www1.umn.edu/systemwide/strategic_positioning/tf_sys_acad_diversity.html)

Given the recommendations of the task force, the Office for Multicultural and Academic Affairs was reorganized and renamed the Office for Equity and Diversity (OED). Along with this new office at the University of Minnesota came the development of a new position, the Vice President and Vice Provost of Equity and Diversity. For the first time, the offices that work in the areas of diversity outreach had a position at the level of Vice President, filled in 2006 by Dr. Rusty Barceló.

"Diversity is everybody's responsibility, from the president, provost, vice presidents, and on down to the very last person on the org chart. We all play a role."

Dr. Rusty Barceló

(Found at [http://www1.umn.edu/umnnews/Feature\\_Stories/A\\_community\\_builder\\_for\\_diversity.html](http://www1.umn.edu/umnnews/Feature_Stories/A_community_builder_for_diversity.html))

The OED spent its first year doing an environmental scan. Dr. Barceló met with community members across the state of Minnesota and students, faculty and staff at the University of Minnesota. The goal, vision and mission of the OED developed from these conversations and the work of the System-wide Task Force on Diversity.

***University of Minnesota Libraries***

A strong demonstration of the UL's commitment to diversity is the creation of the position of Outreach Librarian to Under Represented Groups in Academic Programs, aka the Diversity Outreach Librarian (DOL). The DOL works in partnership with faculty and other campus professionals to develop programs that extend library collections and services to traditionally underserved populations, with an emphasis on multicultural programs and students of color. This position is split 50/50 between the Multicultural Center for Academic Excellence, which reports to the OED, and the UL. The intent of

this split was to allow the person doing diversity outreach in the libraries to have a better understanding of how the offices that directly serves the multicultural undergraduate student population on campus work. Because diversity touches all people, no one person alone can work with all of the diversity populations. The DOL position should be seen as a supplemental position to the work that others have been doing for years both informally and formally.

The UL and DOL also partner with the Office of International Programs (OIP), because broad concerns about diversity include recognition and consideration of the needs of international students and scholars. The UL, OED, and OIP all serve large constituencies that cross departments, schools, units, programs, etc. As a result future programming must reflect a change in the institution's commitment. It is unlikely that isolated events and projects will impart the overall ideology that must take place for success in diversity.

It is worth mentioning that both the University of Minnesota Libraries and the Office for Equity and Diversity both serve large constituencies that cross departments, schools, units, programs, etc. It is unlikely that isolated events and projects will impart the overall ideology that must take place for success in diversity. During the past two years, the DOL conducted interviews and had both formal and informal discussions with staff from the OED, OIP, and the UL's Directors of Academic Programs. In all conversations it has been striking how mutually important the collaborations between the UL, OED and OIP are, yet none know exactly what a more formalized collaboration would look like. The DOL position and the Diversity Outreach Collaborative (see Appendix A) are to lead the charge in these matters. They will collaborate and provide best practices and resources for all staff within the libraries to utilize in their departmental planning, priority setting, and resource allocation regarding diversity issues and activities. In an effort to move forward with the development of both the DOL position and the Diversity Outreach Collaborative, this document (1) identifies and defines the current structures and collaborations between OED and UL and OIP and UL, and (2) presents the next steps for the UL to support diversity initiatives at the University of Minnesota.

### ***Current University Libraries' Progress***

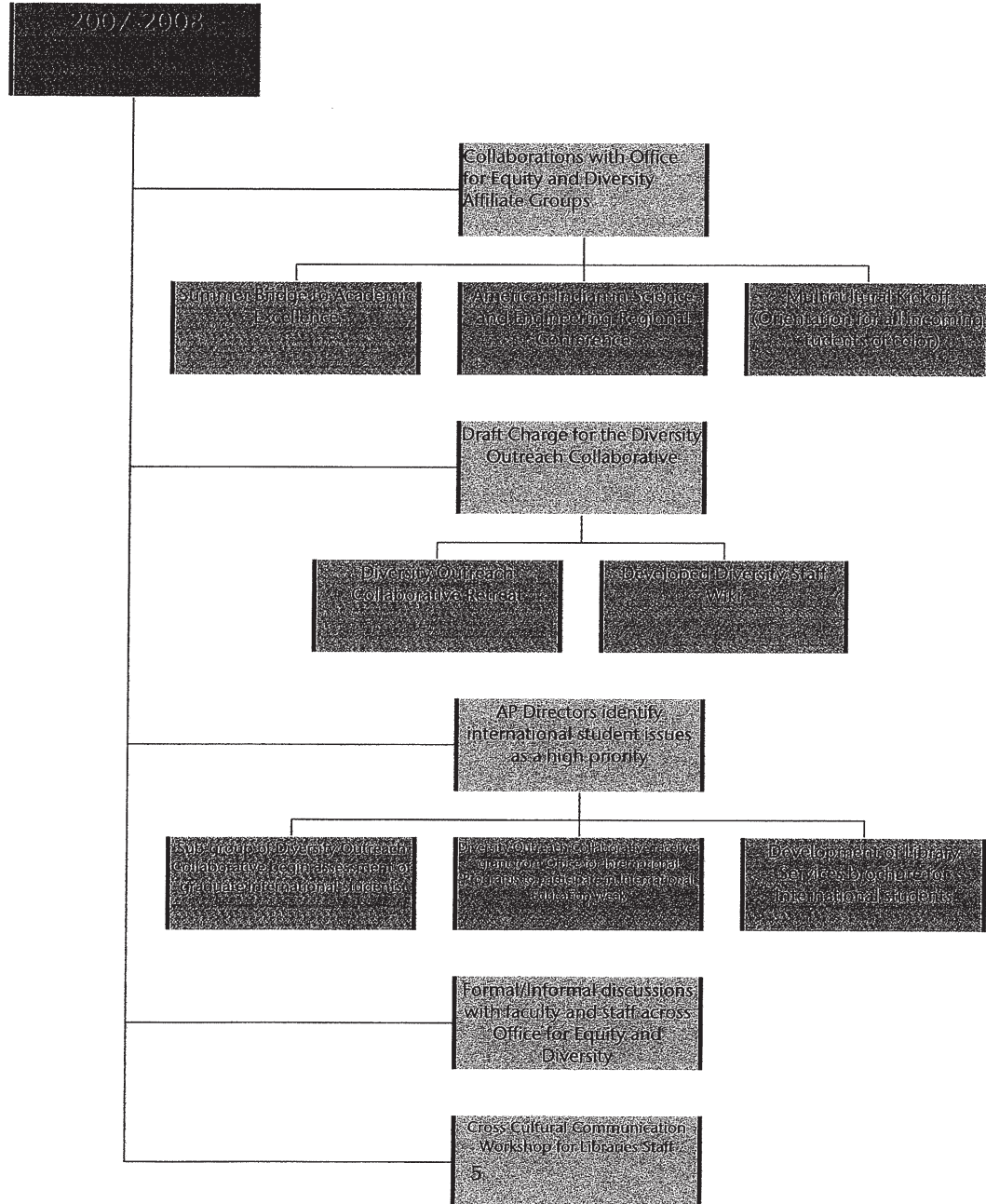
Current collaborations between the UL and OED include the launch of the Bridge to Academic Excellence a six-week summer bridge program for incoming freshman from diverse backgrounds. The UL successfully integrated information literacy instruction into this program, and they continue to work on the development of this bridge program for summer 2008. This is a wonderful example of the types of collaborations in which the UL should participate; it is also an opportunity to create a toolkit or process to share with other bridge programs that request our assistance.

Another area that has been strongly impacted in the past two years is the outreach to the faculty and staff working with the multicultural student body. Information Literacy training and discussions have been ongoing in an effort to create strong allies within the ranks of those shown to be the first point of communication with undergraduates. Just as we aim to provide scholarly communication dialogues and research support to faculty in our departments, we should be providing those same liaison type services to the staff within the OED. Not only does the OED office and its affiliate units (see Appendix B) touch students, but its arm also reaches to the faculty and staff around campus.

Like any major program that is developed by the UL, diversity outreach will not be successful if designed in a silo. It is something that touches everyone and therefore everyone should have an opportunity to gain more knowledge and support in these areas. Just as we have expert help in the areas of departmental studies across campus, relevant expertise exists within the University of Minnesota to support diversity outreach efforts at the UL. Both the Diversity Outreach Collaborative and the DOL will make it a goal to provide a stable programmatic approach to working with diverse communities and create support (online and in person) for diversity issues across campus and the global society.



**Timeline of UL activities related to diversity outreach since 2007**



### **Diversity Action Plan Next Steps**

In order for the libraries to move forward we will need to take the time to really commit to supporting diversity programming across all units. It is imperative that our diversity initiatives are supported in the UL's planning documents and goals. To begin developing an official diversity program at the UL, the following questions should be considered:

1. To what extent do the planning and design of our programs/projects/collections take into account the diversity that is currently in place and/or lacking at the University of Minnesota?
2. How do we create and review our programs/projects/collections to promote equity and success for all members of the University of Minnesota community?

It will be the role of the DOL and Collaborative to identify and collaborate with already existing programs within the UL and the University of Minnesota community to facilitate the conversations surrounding these questions.

### **GOAL: Create an official library outreach diversity program for the University of Minnesota Libraries**

Strategy	Actions	Assigned to	Stakeholders	Target Implementation Date
Identify current public services and collections that promote diversity at the UL	<ul style="list-style-type: none"> <li>• Create a list of events, collections and web pages</li> <li>• Develop promotional materials to enhance diversity awareness and to communicate projects and offerings at the UL</li> </ul>	Diversity Outreach Collaborative	AP Departments, OED, Communications	September 2009 Ongoing Every other year
User needs assessments on diverse populations (ethnic, racial, international, sexual orientation and disability services)	<ul style="list-style-type: none"> <li>• Do a literature review</li> <li>• Determine which evaluation tool to use</li> <li>• Disperse the assessment</li> <li>• Report results</li> </ul>	Diversity Outreach Collaborative	AP Departments, IADS, OED, Communications	December 2009 Ongoing Every other year
Report status of goals and objectives from the Diversity Outreach Collaborative on a quarterly basis	<ul style="list-style-type: none"> <li>• Issue reports and updates to the AP Directors and Libraries Leadership Cabinet including information on activities and training</li> </ul>	Diversity Outreach Collaborative	AP Directors, Libraries Leadership Cabinet, OED, Communications	July 2009 Ongoing Quarterly See appendix D.
Provide diverse programming that promotes the understanding and celebration of differences as well as similarities	<ul style="list-style-type: none"> <li>• Encourage celebrations, storytelling, and cross-cultural learning via staff events, speakers, as well as</li> </ul>	All Units		Ongoing

UNIVERSITY OF MINNESOTA  
Diversity Outreach Action Plan

	informal methods			
Support and advocate for the inclusion of diversity-driven educational initiatives across campus	<ul style="list-style-type: none"> <li>Develop a way to formally submit diversity programming initiatives through the Diversity Outreach Collaborative</li> <li>Develop a formal set of guidelines and program tools for library units to use in their work with diverse programs</li> </ul>	Diversity Outreach Collaborative	All Units	Summer 2009
Identify a small number of high impact or signature programs that the Libraries should initiate in the coming year.	<ul style="list-style-type: none"> <li>Review current efforts at high impact programs</li> </ul>	Diversity Outreach Collaborative	AP, OED, Communications	Ongoing
Develop a curriculum/outline/plan for cultural competency training for staff at the Libraries to support service to external communities	Staff Education and Development Diversity Outreach Librarian Diversity Outreach Collaborative	Diversity Outreach Collaborative	Public Service units of UL OED SED	Fall 2009

**UNL Libraries Diversity Plan 2010-11**  
**Best Practices to Recruit and Retain a Diverse Faculty**

**Goals**

- Create a positive work environment that empowers the creativity and diversity of all individuals
- Increase the recruitment of individuals from underrepresented groups in faculty and staff positions.
- Develop ways to assess diversity efforts
- Encourage and reward diversity and multicultural initiatives within the organizational structure.

In less than a decade, the UNL Libraries, through recruitment and retention efforts, have increased the number of minority librarians from 2.6% of the faculty in 1999 to 12% in 2008.

*Fig. 1 UNL Libraries Faculty Statistics 1999-2009.*

Year	Libraries Total Faculty	Libraries Minority Faculty	% of Total Faculty
1999-00	38	1	2.6%
2000-01	39	2	5.1%
2001-02	42	2	4.8%
2002-03	40	2	5.0%
2003-04	39	2	5.1%
2004-05	44	2	4.5%
2005-06	49	3	6.1%
2006-07	49	3	6.1%
2007-08	49	4	8.2%
2008-09	49	6	12.2%

**Scout**

**Develop relationships with racial and ethnic organizations to increase accessibility to potential candidates**

- Participate in ARL diversity initiatives, Initiative to Recruit a Diverse Workforce and Leadership and Career Development Program (LCDP). Library administrators (Dean Giesecke and others) continue to present seminars and serve as mentors to minority librarians.
- Support active membership and participation in the racial and ethnic organization and other diversity related committees i.e. disabilities, LGBTQA
- Participate and attend conferences such as the ARL National Diversity in Libraries conference and the Joint Conference for Librarians of Color.

## UNL Libraries Diversity Plan 2010-11

### Best Practices to Recruit and Retain a Diverse Faculty

#### **Develop relationships with undergraduate students and provide informal mentoring about careers in the library profession**

- Develop a student worker interest group similar to a “grow your own program”. This group will allow librarians to build relationships to informally mentoring student workers and introduce them to careers in library and information science.
- Create Center for Digital Research in the Humanities (CDRH) internships with underrepresented groups in library schools
- Participate in Institute for Ethnic Studies celebration events with UNL faculty and students to discuss career opportunities in library and information sciences.

#### **Participate in local regional and national career fairs**

- Increase awareness of opportunities at the University of Nebraska-Lincoln by sending fellowship and scholarship opportunities to UNL Career Services
- Develop awareness of opportunities in library profession by participating in UNL Alumni of Color Career Forum, Career Services

#### **Search**

**Improve the diversity of search candidate pools** by utilizing active recruitment methods to solicit applications of diverse individuals who may not have considered moving to Nebraska.

- Send job announcements to targeted prospective applicant groups, i.e. Spectrum scholars, Knowledge River, ARL Leadership and Career Development Program, ACRL Residency Interest Group
- Attend conferences and personally invite individuals to apply for a particular position. This type of hands-on recruitment provides a friendly face to applicants who may have never considered Nebraska as a possible employment opportunity.
- Review job posting information for faculty & staff positions.
  - Expand efforts in advertising faculty job announcements in multicultural social networks, blogs, listserv, and email.
  - Examine efforts to recruit underrepresented staff in the region.
  - Work with UNL Equity Access and Diversity to obtain statistics about the diversity of the search pools

#### **Augment Library Search Committee Training**

- Review research on implicit bias and share info with committee  
Discuss views on diversity and other controversial topics
- Review information in Search committee policies and procedures
  - include new information about Assumptions and Biases, Work Life Balance UNL flyer, About Lincoln Diversity (Ethnic Studies information )identifies ethnic services and businesses in Lincoln
  - Review best practices to recruit candidates to Lincoln to live and work

#### **Support**

## UNL Libraries Diversity Plan 2010-11

### Best Practices to Recruit and Retain a Diverse Faculty

#### **Support for non-tenured Junior Faculty of Color to attain tenure and promotion.**

- Provide mentoring opportunities with tenured faculty
- Provide financial support for professional development opportunities.
- Provide research and grant writing support

#### **Support the collaborative efforts of a Multicultural Services Team to assist in the recruit and retain of faculty of color.**

- Support and encourage collaborative efforts for research, publishing, and grant writing

#### **Collaborate with Library Faculty to develop professional development track information for all faculty.**

- Early career opportunities: Minnesota Institute for Early Career Librarians from Traditionally Underrepresented Groups, ALA Emerging Leaders Program
- Midcareer opportunities: ACRL Immersion, ARL Leadership and Career Development Program, Nebraska Library Leadership Institute, Mountain Plains Library Association Leadership Institute
- Leadership opportunities: Harvard Leadership Institute for Academic Librarians (ACRL), Senior Fellows Program UCLA Scholars, Spectrum Doctoral Fellowship

#### **Sustain**

#### **Provide financial support for professional development opportunities.**

- Identify fellowships and scholarships available to offset financial requirements

#### **Collaborate with Faculty to identify professional recognition awards, fellowships and honors to recognize outstanding service.**

- Encourage nominations of these individuals to receive such accolades, i.e. ALA Movers and Shakers, Zora Neale Hurston Award

#### **Encourage leadership experiences in library and state organization and within the university.**

- Nebraska Library Association, ACRL, UNL Faculty Senate

#### **Continue to develop and assess inclusive work climate issues.**

- Utilize the information from the ClimateQUAL survey to develop diversity education programs
- Incorporate cultural competencies into the NU Values & faculty evaluations
  - Work with the library administration and staff development officer to identify appropriate components
- Evaluate the role of the Diversity Committee within library organization.
  - Expand the role in decision, policy making, and strategic planning in the library

### **UNL Libraries Diversity Plan 2010-11**

#### **Best Practices to Recruit and Retain a Diverse Faculty**

- Collaborate with the Assessment Committee in developing methods to assess diversity initiatives and climate issues
- Increase library-wide participation to diversity programs and activities which can be linked to cultural competencies
- Acknowledge and reward efforts for diversity/multicultural efforts in the library

Rutgers University Libraries

Diversity Plan

2009-2010

The Rutgers University Libraries formed a Diversity Advisory Committee in 1995. This committee is charged with providing advice on issues of diversity. The overall goal of the library diversity program is to assure that all library personnel and library users feel welcomed, valued, and respected and to assure that library personnel, services, and collections appropriately reflect the diversity of the Rutgers community and its curriculum and research interests. In addition our overarching goal is to ensure that diversity is an integral part of the organizational culture of the Libraries. To accomplish this, the Committee provides advice to the University Librarian on programs or policies affecting staff development, recruitment, retention, public services, and collections.

In addition to the activities of the Diversity Advisory Committee the Libraries have engaged in a comprehensive diversity education effort known as *Blueprint for Diversity* which is focused on library personnel but is open to all interested members of the University community.

Further, the Libraries are also committed to recruiting a more diverse workforce to support the needs of our diverse user community.

Definition: The concept of diversity encompasses acceptance and respect. It means understanding that each individual is unique, and recognizing our individual differences. These can be along the dimensions of race, ethnicity, gender, sexual orientation, socio-economic status, age, physical abilities, religious beliefs, or other ideologies. It is the exploration of these differences in a safe, positive, and nurturing environment. It is about understanding each other and moving beyond simple tolerance to embracing and celebrating the rich dimensions of diversity contained within each individual.

(<http://gladstone.uoregon.edu/~asuomca/diversityinit/definition.html>)

The following plan connects all these efforts to deepen and enrich the experiences and awareness of diversity at the Libraries.

Rutgers University Libraries' Diversity Plan provides the basis to foster and support a culture of diversity within the libraries' workforce, its collections, and services to users. To expedite this plan, the University Librarian and Vice President for Information Services, the Director for Administrative Services as diversity officer for the Libraries, and the Diversity Advisory Committee along with all faculty and staff commit themselves to achieving the following goals within the stated time frames:

1. Diversity Recruitment

Goal: To significantly increase diversity among Library faculty and staff



Implementation: Libraries Human Resources, Search Committees

*Within 6 months:* Review recruitment procedures to clarify Libraries' commitment to diversity.

Complete review of intern/residency program to ensure its effectiveness as well as complete revised program

Utilize hiring opportunities as appropriate especially Target of Opportunity and Cluster Hiring.

*Within 12 months:*

Establish mentoring program or discussion/support group for staff members who want to pursue a library degree

Develop a program for promoting the Libraries as a career destination for students by establishing mentored work opportunities

Utilize hiring opportunities as appropriate including Target of Opportunity and Cluster Hiring.

## 2. Diversity Retention

Goal: Continue diversity education and programs of the Diversity Committee as a way of creating a supportive environment for a diverse staff.

Implementation: Library Human Resources, Diversity Committee and Staff Development

*Within 12 months:*

Expand mentoring and orientation programs for new staff

Enhance management development opportunities for supervisors and managers

Offer skills training for staff

## 3. Diversity and Organizational Culture

Goal: Instill the importance of diversity in all staff members at all levels so that diversity is inherent in the culture of the Libraries

Implementation: Libraries Human Resources, Staff Development, Cabinet, Diversity Committee

*Within 12 months:*

Offer at least 3 programs that are both instructive and engaging on diversity related issues.

Review diversity opportunities related to their areas of responsibility with each Cabinet member quarterly. Opportunities should include recruitment, retention and information and technical aspects of library services.

Goal: Create a multicultural resources website/portal ( subject resources) for libraries as well as external audiences.

Implementation: Diversity committee members, librarians

*Within 12 months:*

Present Web pages content that will be linked via the Libraries Diversity Resources page as well as Research Resources pages.

The Committee recommends that this Diversity plan and its goals should be reviewed by Cabinet twelve months from the date of its issuance. Further, all the goals listed herein should be considered as part of the Libraries Strategic Plan and should be cross-referenced in that document.

## ***A Research Library for a Major University***

### ***The Strategic Plan for the University Libraries of Virginia Tech Operating Plan 2003~04***

Tasks for the year are in bold black. Note that all objectives are not necessarily tasked for this year.

#### ***Mission***

The University Libraries at Virginia Tech provide and promote access to information resources for the achievement of the University's objectives in teaching, learning, research, creativity, and community service.

We are dedicated to meeting the information, curricular and research needs of students, faculty, and staff of the Virginia Tech community, wherever located, in a manner that respects the diversity of community and ideas.

We provide selected services to a wider community of users.

#### ***Values***

We are defined by our core commitment to the sharing of what humanity has discovered and thought. We value:

- *Information*, whose free flow throughout the university provides an accurate basis for its work
- *Ideas*, the university's defining occupation
- *Knowledge*, which preserves the progress of past generations
- *Discovery*, which builds the future
- *Truth*, which guides our interactions with one another and with our public

#### ***Vision***

We will be collaborative partners with members of the university community as we collectively work to position the university as a top-tier research institution. Wherever they are located, members of the Virginia Tech community will be supported by the library as they engage in research, as they share in quality learning experiences at the undergraduate and graduate levels, and as they work in transferring knowledge and expertise between the university and society.

**Goal 7**

**Staff**

We will employ sufficient numbers of knowledgeable, adaptable, and user-directed faculty and staff.

Hire additional faculty and staff needed to provide the excellent library resources and services essential to a top-tier research university

**Establish the Library Diversity Committee**

New in 2003-04

**Participate in ASERL/SOLINET conference "Diversity in Libraries" May 2004.**

New in 2003-04

**Establish and fill Outreach librarian position in the Instruction/Reference unit**

New in 2003-04

Establish new learning opportunities for library faculty and staff relevant to personal professional growth in the context of library objectives and operations

**Plan, implement and assess a program of training that will support data-driven decision making.**

Continues in 2003-04

**Plan, implement and assess an orientation program for new employees.**

Continues in 2003-04

**Identify ways in which the new program of training paths might link to the University's mandatory job dimensions (diversity, safety, teamwork) for classified staff.**

Continues in 2003-04

Recognize and reward performance of library faculty and staff commensurate with a major research institution

**Implement the library recognition program.**

New in 2003-04

## UW Libraries Diversity Plan 2005

The Libraries Diversity and Organizational Culture Task Force was charged in March of 2004 to develop a diversity plan. The Task Force reviewed relevant UW documents and also looked at plans and practices in other universities. In 2004 the Task Force surveyed library staff in order to identify issues of diversity important to the staff and identify areas that need attention or improvement. Survey results showed diversity is important to our staff, and that the most important issue is being able to support our diverse user community effectively (Appendix 1). However, the staff also perceives that the Libraries can do a better job in addressing diversity issues, especially in recruiting a diverse work force and in supporting the needs of our diverse user community.

At the same time the Libraries' Diversity Task Force was working on the survey and plan, the University of Washington was conducting a Diversity Appraisal. The Appraisal Steering Committee asked all units across all three campuses to document their diversity initiatives and practices. The Diversity Appraisal is just one of many ways the UW administration is seeking to incorporate greater awareness of diversity issues into University operations. It is within this culture of diversity awareness that the Libraries' Task Force has written this plan.

The University of Washington defines diversity broadly to include "race, gender, disability, class, sexual identity/orientation, religion, age, ethnicity, culture, region/geography, and indigenous status."

Respect for all human diversity is a fundamental value of the Libraries and is identified among the core values of our strategic plan. Staff members who appreciate different backgrounds and perspectives provide us with a competitive advantage as we approach problem solving and planning for services. This appreciation also allows us to serve our increasingly diverse communities more effectively and with more sensitivity.

Beyond respect for diversity, it is important to recognize that inequity can often accompany diversity. This plan is meant to foster and support an organizational culture where those inequities do not occur or are remedied when identified.

Libraries personnel at all levels of the organization are responsible for developing and maintaining a culture supportive of and committed to diversity. However, in order to expedite implementation of the plan and provide support and guidance, the Diversity Task Force recommends that the establishment of a Diversity Officer position and a standing Diversity Committee be the first actions taken (see Goal #5). The Diversity Officer and Committee should begin action on the "within 6 months" items immediately as they are of the highest priority. The remaining action items where implementation is recommended within twelve months should be prioritized by the Committee. Where funds and workload implications of others are incurred in the execution of the Plan, the responsible party(ies) will develop a plan.

1. Recruitment of staff from diverse backgrounds  
Goal: To increase the diversity of the Libraries' workforce at all levels of the organization

Action Items:

Implementation: Diversity Officer; Diversity Committee; Administrative Officer Responsible for Personnel (AORP); Staff Development

Within 6 Months

- Review our recruitment policies and procedures so that they support the UW Libraries commitment to diversity
- Initiate a conversation between the iSchool Diversity Committee and the Libraries Diversity Committee to explore collaboration
- Investigate the costs and effectiveness of residency programs for minority librarians and develop a proposal if appropriate (2005-2006)

Within 12 Months

- Establish mentoring program for staff who may want to pursue a library degree, collaborating with the i-School
- Work with the University to take advantage of hiring opportunities that promote a diverse Libraries staff
- Proactively promote UW Libraries as a place in which to work
- Establish opportunities for students interested in working in libraries as a career to participate in mentored work programs

2. Retention of staff from diverse backgrounds

Goal: Promote an inclusive and supportive workplace culture as an important element in retaining a diverse staff

Action Items:

Within 12 Months

- Support opportunities for professional development and/or growth, and mentoring/networking for all staff  
Implementation: Diversity Officer; Diversity Committee; Libraries Council; Staff Development; Librarian Advisory Program (LAP)
- Facilitate connections between new hires and groups/resources at the university and in the community  
Implementation: Diversity Committee; Diversity Officer; Staff Development Officer, UL Staff
- Work with the University to enhance salary and compensation flexibility to retain a diverse library staff  
Implementation: Dean of the Libraries; AORP

3. Organizational Culture

Goal: To incorporate awareness of the value and importance of diversity at all levels of the Libraries so that staff recognize their responsibility in maintaining a culture supportive of and committed to diversity; provide a supportive and safe working and learning environment

Action Items:

Implementation: Diversity Officer; Diversity Committee; Staff Development

Within 6 months

- Provide ongoing staff training to foster individual responsibility for maintenance of a supportive and safe working and learning environment, with particular attention to the role of supervisors and managers to eliminate or remedy inequities when they are identified
- Highlight and promote the diversity of the libraries staff through programs and publications throughout the organization, i.e. Inforum, Library Directions, and LSA
- Enhance the Staff Development collection with diversity related materials including academic librarianship, higher education and organizational development

4. Services to Constituents

Goal: To enrich the quality of life and advance intellectual discovery by connecting people of diverse backgrounds and ethnicities with knowledge

Action Items:

Within 6 Months

- Develop and implement ongoing staff training in order to improve staff members' abilities to provide excellent service to all our diverse users, especially with regards to primary language barriers and physical/mental disabilities.  
Implementation: Staff Development Officer; Diversity Committee; RISG and other public service groups
- To ensure compliance with Section 508 of the Americans with Disabilities Act, attempt to procure accessible information technology products and electronic resources. If an accessible product cannot be found, ask vendors about their plans for making future versions of their products accessible and let them know that accessibility is a consideration for purchase.  
Implementation: CMS; Diversity Officer
- Review University of Washington Libraries' publications, website, and service policies for their accessibility to disabled users.  
Implementation: WSC; RISG, Publications Committee

Within 12 Months

- Develop and maintain collections to support diversity in the current and changing UW curriculum  
Implementation: IRC; Liaisons; Cataloging Policy Committee; Metadata Implementation Group
- Increase outreach to UW and external communities through library resources, services, collections, web resources and exhibits related to diversity; including the use of multilingual web pages and other publications as appropriate.  
Implementation: WSC; Liaisons; IRC
- Provide services and spaces that nurture and support academic success for our diverse student community

5. Organizational Structure of Diversity in the Libraries

Goal: To create a standing Diversity Committee, reporting directly to the Dean of University Libraries

Membership:

- Half of the committee membership should come from the Task Force to ensure continuity
- The Staff Development Officer and the Assessment Officer will serve as ex officio members of the Committee to aid in communication, implementation, and benchmarking.
- Consider the inclusion of 1 member from outside the Libraries

Elements to consider for inclusion in the charge to the Diversity Committee:

- Coordinate implementation of the diversity plan
- Promote the inclusion of diversity into our culture/organizational values
- Review and assess the diversity plan and staff/community needs annually, including the establishment of appropriate benchmarks to measure and ensure progress in achieving the goals and action items
- Work with other library individuals and groups to identify and take advantage of opportunities related to diversity
- Provide a "diversity toolkit" for Libraries staff to use in outreach
- Establish and maintain a website and use other appropriate methods of communicating with staff and community about diversity

Goal: To establish the position of the Diversity Officer

Responsibilities of the Diversity Officer, based on an initial 2 year half-time appointment include:

- Chair the Diversity Committee
- Provide oversight for the Libraries' diversity efforts
- Serve as official liaison to UW offices and departments, i.e. Office of Minority Affairs on behalf of the UW Libraries and the Diversity Committee
- Work with the Diversity Committee and others in identifying areas of needed support within the Libraries, i.e. training
- Assist in identifying opportunities for libraries staff involvement in diversity activities on campus and outreach to the community
- Be involved in professional association diversity programs/committees
- Assist individuals, management and library units in achieving goals of the diversity plan and other diversity initiatives
- Serve ex-officio on Libraries Council

It is the recommendation of the Task Force that a review of the Diversity Officer be conducted after 2 years. This review, involving Libraries Cabinet and the Diversity Committee, should include consideration of the placement of the position in the organization as well as the time commitment of the position.



**Yale University Library  
Strategic Plan for Diversity and Inclusion  
2009-2011**

**Prepared by the  
Yale University Library  
Diversity Council**

**Revised from 2006 original,  
June 2009**

**Mary Caldera  
Chair**

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**Yale University Library  
Diversity and Inclusion Strategic Plan  
2009-2011**

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**Purpose and Vision**

In 2004, employees of the Yale University Library (YUL) participated in the Yale University Workplace Survey Pilot. In response to the results of the survey, the Library Management Council (LMC) identified diversity as a focus area for the library.

Therefore, the Yale University Library Diversity Council was formed in August 2005 to enhance the diversity and cultural competence of our staff so that our workplace continues to evolve into an even more inclusive and congenial environment. This type of atmosphere is conducive to job satisfaction and will in turn lead to even more effective service to our diverse patrons.

The Diversity Council is taking a leading role in developing and implementing initiatives that promote diversity and inclusion within our staff community. Diversity includes, but is not limited to, visible and invisible attributes such as age, gender, gender identity, physical ability, sexual orientation, religion, race, national origin, cultural heritage, and ethnic background. Recognizing diversity is a key component of excellence in the workplace that allows individuals to reach their full potential. The Diversity Council strives to provide a positive work environment which is free of any form of bigotry, harassment, intimidation, threat, or abuse, whether verbal or written, physical or psychological, direct or implied.

The Diversity Council views multiculturalism and pluralism as essential components of its mission and work. The Diversity Council will work in conjunction and in partnership with YUL and Yale University's Office of Diversity to attain this vision. Valuing diversity and practicing inclusion is in the YUL's core values, and in our interpersonal working relationships at all levels. YUL will achieve and sustain diversity and inclusion for our employees, clientele, and educational partners.

**Charge**

The Yale University Library Diversity Council was formed to enhance the diversity and cultural competence of our staff so that our workplace continues to evolve into an even more open and congenial environment. This type of atmosphere is conducive to job satisfaction and will in turn lead to even more effective service to our diverse patrons. The sponsor of the Diversity Council is the University Librarian.

### Goals, Strategies and Success Measures

The Workplace Survey provided the Diversity Council with YUL-specific data on diversity issues that require immediate attention. While the Diversity Council defines diversity to include many varied attributes, it focused its initial efforts on goals relating to race and ethnicity and have expanded to include other areas of diversity including class. The following three goals were generated by the Diversity Council as the initial priorities for enhancing diversity at YUL and continue to be our top priorities. As YUL and the Diversity Council achieve each of these goals, new and additional goals will be generated by the Diversity Council to meet the changing needs for the continued improvement in YUL's diverse workplace.

#### **Goal #1: Recruitment and Retention.**

**By 2011 Yale University Library will achieve a significant increase in the hiring and promotion of diverse staff in vacancies in both Clerical and Technical (especially at D and E levels) and Management and Professional positions.**

Strategy #1: Library Human Resources and the Diversity Council will work with department heads to proactively identify and implement strategies to recruit diverse internal candidates for positions within their departments. These strategies include, but are not limited to, phone calls to colleagues, networking, and brainstorming with department staff on ways to increase diversity.

Strategy #2: Library Human Resources and the Diversity Council will work to document best practices on recruitment and retention of a diverse workforce at all levels for use by hiring supervisors.

Strategy 4#: Each year YUL and the Diversity Council will host a day-long gathering of scholars from the ARL initiative to Recruit a Diverse Workforce, and/or other similar groups, with meetings, tours, presentations, and other activities.

*Measurement #1: A marked increase in the diversity of the applicant pool for upper level C/T positions and M/P ranks.*

*Measurement #2: Annual increase in the number of members of underrepresented groups hired and retained for both C/T top level and M/P mid-level positions.*

#### **Goal #2: Climate and Culture.**

**By 2011, Yale University Library will demonstrate a measurable improvement in the climate and culture of diversity and inclusion.**

Strategy #1: In an effort to heighten awareness of diversity in the Library, the Diversity Council will work with Library Human Resources, the Library Staff Association (LiSA), and the Standing Committee on Professional Awareness (SCOPA) to organize staff training on diversity.

*[Mandatory diversity training for all staff was completed in June 2008. Training for new staff TBD by the University-wide diversity training schedule.]*

Strategy #2: YUL and the Diversity Council will collaborate to coordinate diversity-related lectures given by Yale community members and/or outside speakers and publicize relevant web based resources.

Strategy #3: The Diversity Council will work with Library Human Resources to refine performance appraisals, especially those of supervisors, to include job behaviors that contribute to recruiting and retaining a diverse staff.

Strategy #4: The Diversity Council will participate in the second university-wide workplace survey and check for data indicating improved perceptions of the library climate.

*Measurement #1: By the end of the 2011 calendar year, all YUL supervisors will have attended at least one diversity training session. [Measure accomplished in June 2008. Training for new staff TBD by the University-wide diversity training schedule.]*

*Measurement #2: There will be diversity-related lectures at least once each term (fall, spring, summer).*

*Measurement #3: There will be a measurable improvement of scores on diversity-related questions in the Yale University Workplace Survey 2010.*

### **Goal #3: Career Growth and Internal Mobility**

**By 2010, Yale University Library will have increased the number of internal candidates from underrepresented groups for job vacancies.**

Strategy #1: YUL will publicize opportunities for Library staff to participate in career advancement, training, and cross-training programs in order to provide equal opportunities for learning, advancement and promotion within the Library

Strategy #2: The Diversity Council will work with Library Human Resources to develop supervisor competencies by developing programs, such as those that teach coaching and mentoring skills, which will encourage the promotion and advancement of C/T and M/P employees.

Strategy #3: The Diversity Council will work with Library Human Resources to create internships for library staff and MLS diverse students.

Strategy #6: The Diversity Council will work with Library Human Resources to actively support Library staff who wish to obtain a Master of Library Science, Information Studies, or other library-related degree, and utilize employees' library knowledge and experience for career advancement.

*Measurement #1: By 2011, a significant number of C/T vacancies at higher levels have been filled by internal candidates from underrepresented groups.*

*Measurement #2: Statistics will show that an employee's time within a certain grade has no more than a 20% range from least time-in-grade to most time-in-grade across for every library employee.*

*Measure #3: Staff indicate that they are treated fairly, have the same opportunity to succeed as peers as measured by a significant improvement in Yale Workplace Survey results.*