



U-M Library Diversity, Equity, Inclusion & Accessibility

5 Year STRATEGIC PLAN; Academic Years 2016-2020

With action items for academic year 2019 and activity and outcome highlights from academic years 2016, 2017 and 2018.

Introduction

This plan expresses what we say, learn and do about diversity, equity, inclusion and accessibility.

What we say.

The U-M Library as an organization and all of its units, departments, committees and initiatives coalesce to express a commitment to diversity through various statements, declarations and documents. These statements are reflections of the U-M Library's overarching diversity goal:

The U-M Library will become the place on campus that develops deep and broad skills, both individually and collectively, in manifesting diversity.

What we learn.

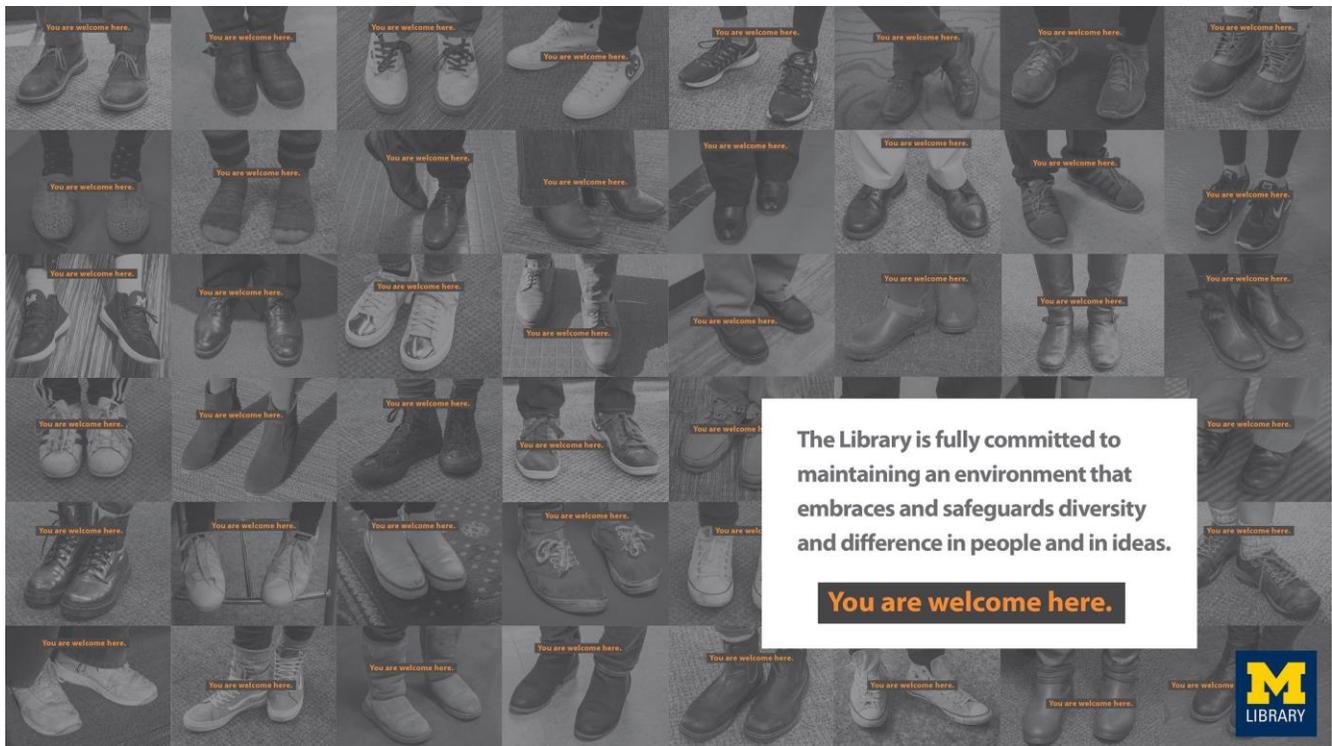
We learn about ourselves and how to better serve our constituencies through purposeful assessment. This plan includes an assessment component that cyclically engages our constituencies – the U-M community at large, U-M students, the U-M Library community and local to global communities. While assessment informs all parts of the library and guides decision making throughout the library, it is of particular importance to our diversity work. We also learn about ourselves from the multiple professional associations and the standards derived from them.

What we do.

The U-M Library is highly engaged in and committed to diversity, equity, inclusion and accessibility work. This plan provides a place for this work to be documented and reflected upon. While long-term (visionary) and short-term (strategic) diversity goals are a significant part of our action, there are many library initiatives that are not directly mentioned in our diversity goals. Many of these initiatives are programmatic while others are ad hoc, born from individuals and groups who see a need and step up to meet that need. These initiatives are documented in the signature initiatives section of this plan.

Table of Contents

Background	page 3
Mission, Vision and Purpose	page 4
Strategic Planning Cycle	page 5
Driving Forces, Sponsors, Communication	page 6
Assessment Academic Year 2018	page 8
Assessment Academic Year 2017	page 9
Assessment Academic Year 2016	page 10
Strategic Objectives & Action Goals by Domain	
Recruitment, Development & Retention	page 11
Education & Scholarship	page 13
Equity, Inclusion & Accessibility	page 14
Service & Leadership	page 15
Action Planning Tables for Academic Year 2019	page 16
Academic Year 2018 Activity Highlights and Outcomes	page 20
Ongoing Signature DEIA Programs & Services	page 28
Appendices ; Additional DEIA statements	page 33
Appendix E; '17 Goal Attainment and Accomplishments	page 38
Appendix F; '17 Goal Attainment and Accomplishments	page 52



Above Image: A collage of a diversity of shoes with the caption; “The Library is fully committed to maintaining an environment that embraces and safeguards diversity and difference in people and in ideas. You are welcome here.”

Background

Here at the U-M Library, we strive to develop and nurture the skills that will allow us to manifest diversity as engagement, innovation, and above all, respect for all individuals. These skills are vital to the library, which offers its wide-ranging and diverse content, services, and expertise to the entire U-M community and beyond. We seek out and celebrate diversity in all of its forms, and more importantly, we embrace it as an organizational priority.

The U-M Library has a long history of actively engaging in diversity, equity, inclusion and accessibility (DEI&A) work. We understand that it is vital to the overall success of an academic research library to infuse the tenets of diversity into our collections, services, spaces and human talent. Some of the ways that DEI&A work is intrinsically embedded within the U-M Library include:

Collections:

Our vast collection reflects global diversity in many ways. We strive to ensure that our collections are accessible to all, and that researchers and learners are able to access information in deep and culturally aware ways.

Services:

Library services are user-centric and aimed at meeting researchers and learners where they are. Our services are intended to help library users to connect real-world experiences to our collections and resources.

Spaces:

Both physical and virtual spaces of the library must be accessible, welcoming and affirming to all. Great attention is given to ensure that barriers to inclusion are identified and mitigated.

Human Talent:

We strive to build, retain and develop a vibrant community of people representing the vast diversity of the communities we serve and we recognize that without building a critical mass of diverse identity, difference can be isolating rather than productive. Maintaining a positive and inclusive climate and culture within the library is critical, and we work to build this culture in several ways. The U-M Library is home to the longest standing diversity council of all academic libraries, all library employees establish diversity goals as a part of their yearly performance management process, and internal professional development has a strong focus on building intercultural competencies. While diversity is the work of all library staff, the U-M Library has established key positions to provide expertise in areas of diversity, equity, inclusion and accessibility.

We fully embrace, support and contribute to the [University of Michigan's Diversity, Equity and Inclusion](#) efforts while at the same honoring and leveraging the library's unique DEI&A history and perspective. Finding and building ways to blend our organizational culture of diversity with broader university efforts requires that we adapt our organic, bottom-up approach to diversity work into a more strategic approach. We are excited by this opportunity to align our efforts with that of the university community.

Mission, Vision and Purpose

Mission: The mission of the U-M Library is to support, enhance, and collaborate in the instructional, research, and service activities of the faculty, students, and staff, and contribute to the common good by collecting, organizing, preserving, communicating, and sharing the record of human knowledge.

Outreach Vision: The U-M Library will become the place on campus that develops deep skills, individually and collectively, in manifesting and maintaining diversity. - *The overarching, one-library diversity goal.*

Inreach Vision: We will build and invest in an evolving workforce, workforce processes and organizational culture that reflects the diversity of the communities we serve. We will be significant contributors to implementers of U-M diversity, equity, inclusion and accessibility goals. - *The Executive Council strategic diversity goal.*

Purpose: This strategic plan for diversity is intended to improve workplace climate and organizational culture, support the library's recruitment and retention efforts, ensure equity in library services and advance the library mission.

In this purpose, we are committed to:

- **Diversity:** Increasing the presence, recognition, understanding and positive impact of diversity in the U-M Library staff, collections, exhibits, publications, services and spaces.
- **Equity:** Actively challenging and responding to bias, harassment and discrimination. We do this by meeting people where they are and ensuring that policies practices are built on fairness and justice, creating equal access and equal opportunity for all persons.
- **Inclusion:** Ensuring that the U-M Library is a place where differences are welcomed, different perspectives are respectfully heard and where every individual is valued and feels a sense of belonging.
- **Accessibility:** Equitable access to our physical and virtual resources to enable full participation for all. We do this by actively understanding the needs of our communities, identifying and removing barriers, and staying at the forefront of best practices.

(See Appendices A-C for statements of commitment to diversity derived from library units, departments and committees.)

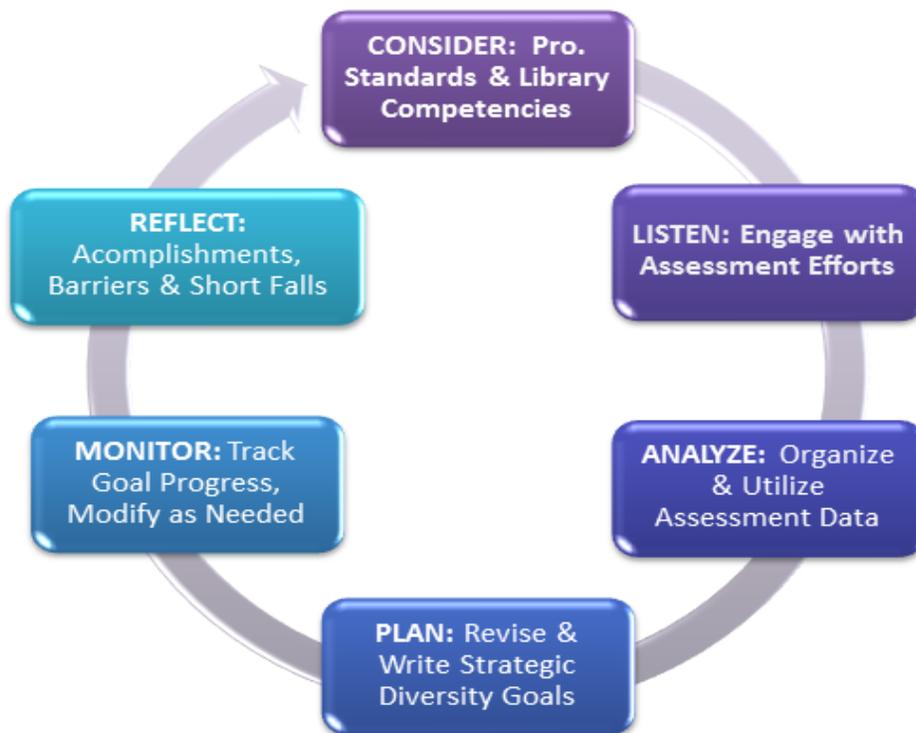
(See Appendix D for the American Library Association (ALA) definitions of equity, diversity and inclusion.)

Strategic Planning Cycle

The Cycle of Diversity Planning:

The cycle of diversity planning is perpetual and occurs over each one-year period.

1. Consider and assess professional standards and library competencies.
2. Listen to stakeholders through assessment efforts.
3. Analyze, organize and communicate assessment data.
4. Revise existing and write new goals based on the above considerations and assessment.
5. Continually monitor progress on goals, modifying goals as needed.
6. Reflect on the movement and potential barriers to Diversity, Equity, Inclusion and Accessibility within the library. Use accountability to address unattained goals with recognition and celebration to honor attained goals and the impact they make.



Driving Forces

The plan and the goals in the plan are informed by four important driving forces:

- Professional standards from the [The American Library Association](#) and other professional organizations, including the [Association of Research Library diversity standards](#).

(See Appendix D for the American Library Association (ALA) definitions of equity, diversity and inclusion.)

- Alignment with the [U-M Strategic Diversity Planning Team](#) goal-planning domains;
 - Recruitment, Development and Retention
 - Education and Scholarship
 - Promoting an Equitable, Inclusive, and Accessible Environment
 - Service and Leadership
- Organizational priorities and core values as expressed by the U-M Library competencies;
 - Advancing the Mission of the Library
 - Building an Inclusive Environment
 - Creative Problem Solving
 - Effective and Respectful Communication
 - Growth and Development
 - Flexibility and Adaptability
 - Leadership
 - Quality Service and Partnership
- Assessment, which requires feedback from all library constituents and stakeholders;
 - Town Halls & Open Forums
 - Climate Survey for Student Employees
 - Participation in the U-M Climate Survey
 - [Ithaka S&R Survey](#)
 - User Pattern Tracking & Learning Analytics

Sponsors

The Executive Council (EC) is composed of the Dean of Libraries and eight Associate University Librarians (AUL). EC ensures that the plan is in alignment with overall library priorities, that it is supported throughout the organization, and that it has the resources needed to be successful.

The Deans' Office Manager Group includes department heads for budget, human resources, development, assessment and communications. This group ensures sound planning processes.

The Library Diversity Council (LDC) is a group of library employees who are elected by their peers to sit on council. This group ensures that the plan is reflective of organizational culture and that culture and climate issues are appropriately addressed.

The planning lead is the Library **Diversity and Inclusion Specialist** who coordinates with these groups to ensure that the plan is maintained in real-time, that goals are actively pursued, that the driving forces are clearly reflected and that signature initiatives are updated.

Communication

Plan communication methods and strategies are designed to reach all library constituencies. Communication is both “push” and “pull,” and seeks to educate constituencies about the plan and engage them in contributing to it. Actively engaged in vetting the yearly diversity strategic goals and the overall diversity plan are a range of participants, from executive leadership to committees, focus groups and staff that sponsor and organize DEI&A activities and initiatives.

Assessment

The U-M Library Diversity Strategic Plan is informed by assessment of key library constituencies. Specific efforts will be made to listen to them, identify key opportunities for improvement, gather deeper-level information, and use this information for continuous improvement. Key constituencies include the U-M Library community, the U-M community and our local, regional, and global communities. From 2011 to 2015, the University of Michigan Library has implemented several initiatives to assess our organizational culture. All of these initiatives identified internal strengths and opportunities for improvement and growth. [The Assessment Data Baseline](#) document is an analysis of these efforts, establishing a baseline for future and continued Library Diversity, Inclusion and Equity Assessment Initiatives. Content included in this report is not comprehensive, it is specific to diversity, inclusion, equity and accessibility.

[User Research Guidelines for Improving Library Services](#)

This guide will help library staff understand what types of user research they can easily carry out to improve existing services and inform new initiatives. **Ben Howell**; Accessibility Specialist in User Experience, Library IT, bnhowell@umich.edu

Goals Related Metrics Tracked Over Time

The following metrics will be tracked over time as they provide critical data related to DEIA goals.

Student Employees

- **Student Employee Climate Survey**
This survey was first implemented in the winter of 2017. It is anticipated that the library will implement this survey every 3 years.
- **Student Employee Demographics**
This metric will be tracked over the 2019 academic year and reported at the end of the year.

Librarians and Library Staff

- **U-M All Staff Climate Survey**
First implemented in the fall of 2017. It is anticipated that U-M will administer this survey every 5 years.
- **U-M Special Faculty Climate Survey**
First implemented in the winter of 2018. It is anticipated that U-M will administer this survey every 5 years.
- **Employee Demographics**
Demographics from academic years 2012 - 2017 are included in the Recruitment, Retention and Development section of this report. 2018 demographics will be added to the 2019 review.

Key Findings, Academic Year 2018

A short **DEIA survey** was sent to all library employees asking about DEIA programming;

- 77% of respondents desire to participate in Intercultural Communication programming
- 63% would like to participate in DEIA skill building programs
- and 61% would like to participate in social justice focused programming
- When asked about familiarity with the library DEIA plan
 - 45% of respondents have read the plan
 - 26% have discussed it with others
 - 22% have only glanced at it or heard about it
 - 5% report sharing it with others
 - and only 2% report no familiarity with it at all

All Staff Climate Survey (Library specific report)

The following highlights information presented to the library and university community through a survey [executive summary](#). The University of Michigan Library had 303 eligible staff that were invited to participate in the survey; of these, **194 responded**, for a **response rate of 64%**. This response rate is slightly higher than the overall U-M response rate of 61.2%. Of the 194 staff members who responded from the U-M Library, there was a **98.5% completion rate** (191 staff).

Key Areas of Focus:

The library Staff Forum Board and the DEI Lead will continue to gather information related to these key findings over the 2019 Academic Year and will make improvement recommendations to the appropriate parties.

- We learned that respondents who identify as male report significantly greater satisfaction with their workplace climate than respondents who identify as female (63.5% Male vs. 45.9% Female). Women also reported less positive responses than their male coworkers on every single category from the “Lived Experiences” section of the survey.
- We learned that respondents who identify as Asian report significantly lower satisfaction with their workplace climate than respondents who identify as White (40% Asian vs. 55.1% White).
- Respondents who identify as Female or Non-White report a significantly higher incidence of workplace discrimination than related UM responses. 15.3% of UM All Staff report workplace discrimination in the past 12 months while 24.8% of Female library respondents and 29.4% of Non-White library respondents report discrimination in the past 12 months. Both groups report higher incidents of discrimination associated with race, sex, social class and age.

Key Findings, Academic Year 2017

Brightspot Study

Brightspot Consulting Group was hired to facilitate an eight month study related to library space and service strategy. Brightspot's deliverables were developed by engagement through a variety of methods to connect with a broad and diverse set of stakeholders. These tools included tours, interviews, focus groups, surveys, and town halls (called "insight exchanges"). Brightspot researchers worked closely with library staff through a Steering Committee and a Working Committee, both made up of Librarians, library staff members and library administrators from all divisions of the library. The result was a set of recommendations intended to guide the library in creating a seamless experience for users and shift the Hatcher-Shapiro Library from a collections-centric building to a services-centric space. Aligning this approach with the vision and guiding principles, the Library can:

- ENHANCE THE PLATFORM FOR DISCOVERY through foundational changes to physical and digital space usability, access, and navigation.
- ACCELERATE PARTNERSHIPS IN SCHOLARSHIP by engaging with library users and supporting them throughout the service experience.
- DELIVER AS ONE LIBRARY with a shared service philosophy and improved library staff workspace.

Library Student Employee Climate Survey

The U-M Library employs close to 600 undergraduate, graduate and professional students. All of these students were invited to participate in a student employee climate survey in February, 2016. With a 28% response rate, some key findings were:

- Generally, most respondents showed support for DEI initiatives in the library workplace and at UM in general. However, 23% of the respondents agreed or strongly agreed that there was/is too much emphasis placed on issues of DEI within the library.
- 8% of the respondents report having experienced or observed harassment/discrimination of any kind at the library. 98% of these respondents report that the harassment or discrimination come from student and non-student patrons.
- The most frequent type of harassment / discrimination experienced or observed had to do with sex and socioeconomic status (both 14.29% of those who report witnessing or experiencing harassment/discrimination) and race or ethnicity (28.58% of those who report witnessing or experiencing harassment/discrimination).
- The overwhelming majority of the responding student employees express seeing value in working with students who are different from them in many ways. The only notable point of some discomfort was in political affiliation in which 28 % of the respondents disagree or strongly disagree that they see value in working with students who are different in politics.

Ithaka S+R Demographic Survey of Academic Libraries

In 2016, the Andrew W. Mellon Foundation commissioned Ithaka S+R to conduct a demographic survey of academic libraries in the United States. The survey aimed to measure the diversity of library staff. Ithaka S+R released a report in January of 2017, outlining the aggregate demographic statistics for survey respondents. As part of an ongoing initiative to bring essential intelligence on issues of equity, diversity and inclusion to the cultural sector, Ithaka S+R has developed and distributed an institutional report, which contextualizes the survey respondent's data. The U-M Library was one of 188 academic libraries participating in this survey and Jeff Witt, U-M Library Diversity & Inclusion Specialist served on the recommendations committee as the survey was created. Key findings are detailed on [Ithaka's website](#). [See this on-line story from Inside Higher Ed](#).

Key Findings, Academic Year 2016

Library Town Hall on Diversity, Equity and Inclusion, February 2016

The town hall was facilitated by graduate students working with the U-M president's office on the university diversity strategic planning process. There were 32 participants made up of U-M students and U-M Library employees. Key themes that came from the event are reviewed below.

- **The U-M Library as an Inclusive and Safe Place For All**
Increase the impression that the library is open and welcoming to students from underrepresented groups. Identities that were specifically mentioned were religious diversity, older adults and language diversity.
- **Diversifying the U-M Library Workforce**
Recruitment, hiring and onboarding practices were mentioned. Search committee and hiring manager practices were also mentioned as areas of focus.
- **Communication**
Internal communication was primarily mentioned. Respondents also indicated a need to circle back to those who participate in surveys to let them know they were heard.
- **Diversity Focused Events and Programming**
Several participants suggested that the library increase DEI programming both in terms of internally generated programs and collaborative programming.
- **Service & Space**
Issues of way finding, accessibility and creating more space for group projects were mentioned.
- **Climate and Culture**
Cultural recognitions and celebrations were mentioned several times with a general interest in recognizing a broader range of cultural and religious dates and events.

Accessibility Assessment Task Force Report Summary, June 2016

The AATF focused on **assessing the Library's capacity to support accessibility**, rather than auditing the library's present level of accessibility, to identify the areas in which we can make the greatest impact going forward. Our assessment was carried out through a staff survey, user interviews, and an environmental scan.

Staff Survey

Our survey, completed by almost half of full-time staff members, identified the areas of responsibility in which staff need accessibility training. The survey indicated that accessibility training is widely needed and desired in core areas of responsibility and specifically needed and desired in specialized areas (those performed regularly by fewer staff and rarely by many staff). These staff training needs are reflected in our recommendations for training. The survey also assessed individual staff competency to support accessibility (based on self-assessment). Half of staff said they are currently taking responsibility for accessibility concerns, and the vast majority of Library staff said they are aware of accessibility concerns and desire to grow professionally to better promote accessibility.

User Interview

Although our user interviews represent a very small sample size, they found that users' direct experience with Library staff is overwhelmingly positive, and that users with disabilities most often encounter barriers in wayfinding and physical access. Ongoing assessment with users from the disability community will be crucial to assessing the impact of our next steps.

Environmental Scan

Our environmental scan of best practices from professional associations, peer institutions, and published research identified areas in which we are leading, in alignment, or behind in accessibility. U-M Library is becoming an accessibility leader in the areas of publishing, staff training, and electronic resources policy. We have the opportunity to become a leader in the areas of accessibility policy and service statement, web resources, and physical accessibility. We need to align with best practices in the area of general procurement policy.

Domain: Recruitment, Development and Retention

Domain Defined

This domain is centered on individuals who make up the U-M Library employee ranks: administrators, librarians, library staff and library student staff. This domain considers the diversity of this group, how they are recruited, on-boarded, engaged, developed and promoted. Communication processes and measures of success including methods of accountability and recognition are considered. Issues of climate are also explored and measured. Strategies for enhancing the pipeline may also be examined in this domain.

One-Library Strategic Objective

We will be a leader in the realm of research libraries and publishers as places that attract and retain a diverse workforce. This will be done through the programs we create to attract, develop and support this diverse workforce. In addition, we will bolster the campus diversity-focused recruitment and retention of students by serving as a support and resource.

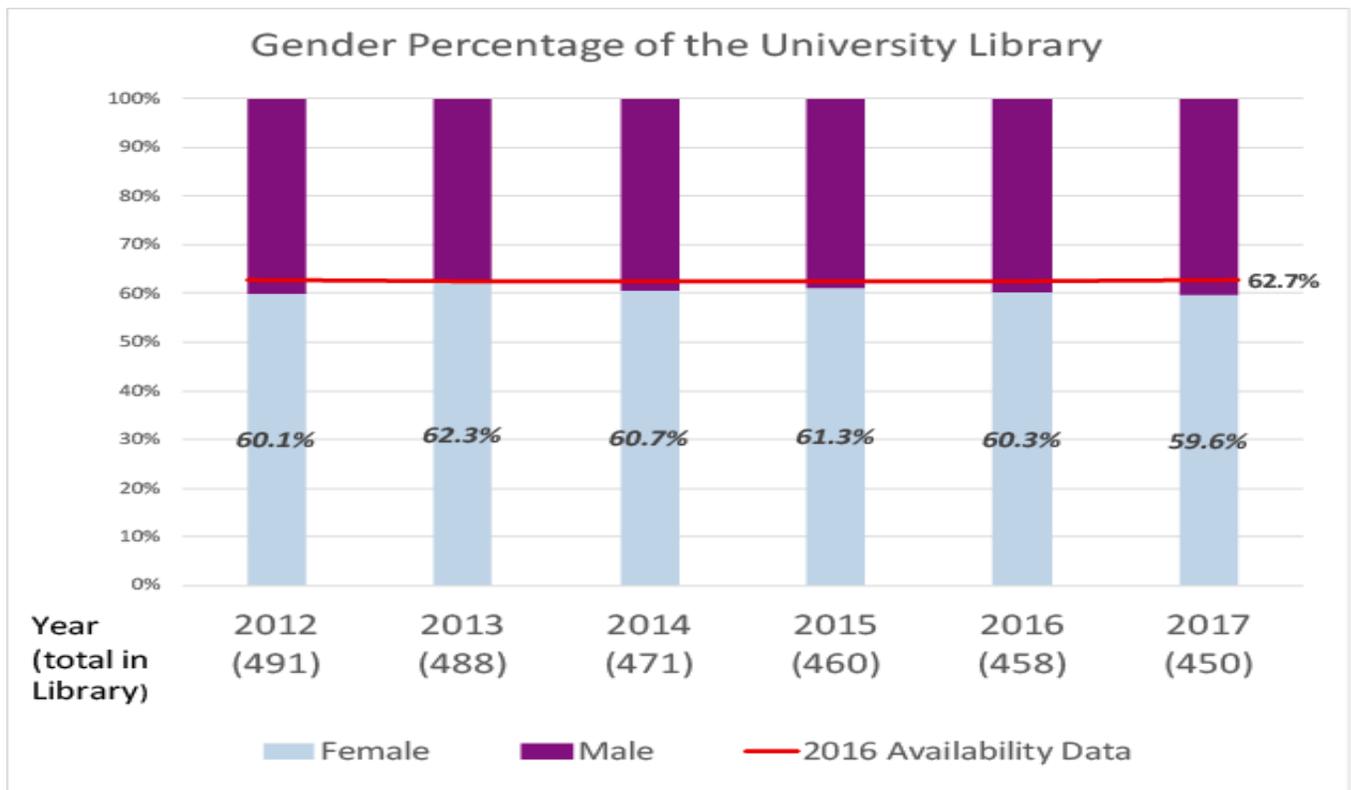
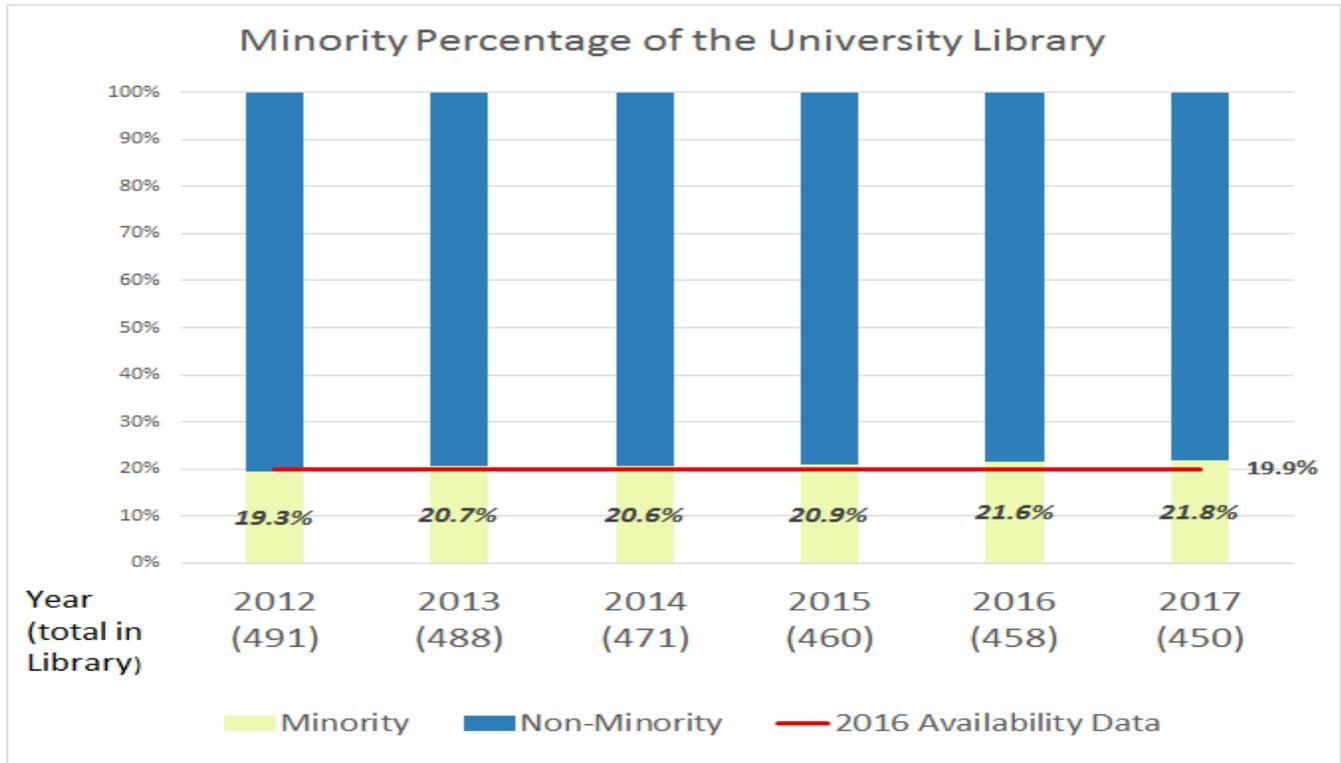
Action Goals

1. Create a recruitment process to allow the library to attract and hire critical talent from diverse applicant pools.
2. Assess the working climate and culture of the library, implement strategies to identify and build upon current strengths, and take opportunities to improve the workplace environment and positively impact retention.
3. Secure at least one [PFIP](#) hire this year.
4. Support library staff in developing and enhancing intercultural competencies and the [Association of College and Research Libraries Diversity Standards](#).

Action Goals, Academic Year 2019 Focus:	Success Measurement or Desired Outcome, AY 2019	Responsible People
Create a recruitment process to allow the library to attract and hire critical talent from diverse applicant pools.	<ul style="list-style-type: none"> ● We will engage in targeted outreach efforts to promote the development of applicant pools that reflect racial, gender and other forms of human diversity. ● LHR will work with Hiring Managers to create an inclusive search process. ● Search Committees will learn to create candidate centered processes. 	Primary: The Library Human Resources Team Secondary: Jeff Witt, DEI Lead, and the bias training team
Assess the working climate and culture of the library, implement strategies to identify and build upon current strengths, and take opportunities to improve the workplace environment and positively impact retention.	<ul style="list-style-type: none"> ● The Assessment Specialist will successfully onboard and gain a deep level understanding of existing and needed assessment efforts across the library. ● The DEI Lead along with Staff Forum and Librarian’s Forum, will follow up on Climate Survey issues. ● The library will develop and implement recommendations for creating a more inclusive work environment for student employees. 	Primary: Craig Smith, Assessment Specialist Secondary: Jeff Witt, DEI Lead, Diversity Council, Student Employee Task Force, Librarian’s Forum, Staff Forum
Secure at least one PFIP hire this year.	<ul style="list-style-type: none"> ● A librarian eligible for the PFIP program will be recruited or found from an existing search this year. 	Primary: LHR partners and Hiring Managers
Support library staff in developing and enhancing intercultural competencies and the Association of College and Research Libraries Diversity Standards .	<ul style="list-style-type: none"> ● Diversity Council will develop and launch the second theme for the intercultural competency training series and will host a day of development around this theme. ● Library wide efforts to build intercultural competencies will be encouraged, empowered and recognized at the unit and committee level. 	Primary: Library Diversity Council Secondary: Jeff Witt, DEI Lead

Related Information:

The following tables reflect the U-M Library employee demographic information for academic years 2012 through 2017. The given red line percentage is a weighted average with each job descriptions' availability % serving as the weight.



Domain: Education & Scholarship

Domain Defined

This domain involves the consideration of how diversity, equity, inclusion and accessibility are expressed as foundational aspects of the curricula, collections, exhibits, technology and scholarship which is produced by and supported within the U-M Library. It also pertains to the types and quality of educational events that take place within and publications coming out of the U-M Library. The U-M Library actively contributes to education and scholarship in the following ways;

- Library literacy instruction conducted within several for-credit courses (1,316 instruction sessions conducted with over 30,600 participants)
- Liaison Librarians for most major areas of study supporting research and scholarly work.
- Exhibits and events organized by and hosted by the U-M Library.
- The operation of the University of Michigan Press.

One-Library Strategic Objective

We will be the go-to resource for trusted and culturally inclusive information expertise, content, and research and technology support for U-M and beyond. We will grow and leverage a deep understanding of the creative power of the intersection of cultures, ways of thought, and academic disciplines.

Action Goals

1. Actively encourage, support and promote research and scholarship in areas related to diversity.
2. Create and cultivate inclusive learning environments that accelerate self-agency through outreach, programs, events and services responsive to learner, researcher, and scholar needs.
3. Explore and plan for a [Living Library](#) event to be hosted at U-M Ann Arbor.

Action Goals, Academic Year 2019 Focus:	Success Measurement or Desired Outcome, AY 2019	Responsible People
Actively encourage, support and promote research and scholarship in areas related to diversity.	<ul style="list-style-type: none"> • The library will support and promote DEIA related research and scholarship in a variety of ways including: events, exhibitions, promotions, publications, collection development and programming. • The library will build cross-university partnerships that support DEIA work in a variety of ways including: research, events, exhibitions, promotions, publications and programming. 	Primary: Laurie Alexander and the Learning & Teaching Division Secondary: Charles Watkinson & M Publishing, Bryan Skib & the Research/Collections Divisions
Create and cultivate inclusive learning environments that accelerate self-agency through outreach, programs, events and services responsive to learner, researcher, and scholar needs.	<ul style="list-style-type: none"> • The library will both model and promote inclusive learning environments in a variety of ways including events, exhibitions, promotions, publications and programming. 	Primary: Laurie Alexander and the Learning & Teaching Division Secondary: Stephanie Rosen; Accessibility Specialist
Explore and plan for a Living Library event to be organized and hosted at U-M Ann Arbor.	<ul style="list-style-type: none"> • A planning team will organize to determine a course of action and host a first event this year. 	Jeff Witt , DEI Lead and the Living Library planning team

Domain: Equity, Inclusion and Accessibility

Domain Defined

This domain reflects on U-M Library efforts to create and nurture multicultural, inclusive, welcome and accessible spaces, information and community. This means more than just mitigating overt acts of discrimination and bias. It also means increasing our collective awareness and mitigation of the implicit bias and stereotypes in decision-making, communication, and interaction.

One-Library Strategic Objective

We will offer physical and virtual spaces that are welcoming to all of our constituencies and serve as a second academic “home” on campus for all students. We will also grow and leverage our capacity to advance inclusive and collaborative academic work to enhance the student experience.

Action Goals

1. Ensure that library spaces, services, programs and collections are inclusive and welcoming for all users.
2. Hire and successfully on-board a DEI Program Manager.
3. Evolve our “safe spaces” into “brave spaces”.

Action Goals, Academic Year 2019 Focus:	Success Measurement or Desired Outcome, AY 2019	Responsible People
Ensure that library spaces, services, programs and collections are inclusive and welcoming for all users.	<ul style="list-style-type: none"> ● All library spaces (physical and virtual), services and programs will reflect or organizational commitment to DEIA. ● Make technology choices that hold accessibility as a core value. 	Rebecca Dunkle & the Operations Division Byan Skib & the Collections Division Maurice York & the Information Technology Division
Hire and successfully on-board a DEI Program Manager.	<ul style="list-style-type: none"> ● A DEI Program Manager position will be created and filled this year. ● Establish an internal DEIA community of practice to coordinate and amplify efforts in this space. 	Jeff Witt, DEI Lead and LHR partners.
Evolve our “safe spaces” into “brave spaces”.	<ul style="list-style-type: none"> ● The library community will understand how the library shows up as a “safe space” and as a “brave space”. 	Jeff Witt, DEI Lead

Domain: Service and Leadership

Domain Defined

This domain involves exploring how inclusion, equity and accessibility issues are seamless and fundamental underpinnings of the U-M Library service delivery models. The ways in which we can show leadership in these areas are also explored and leveraged. In this process, we will be mindful to examine which constituencies are not being served or served well through the U-M Library and ensure equity in the ways that we serve and lead our communities.

One-Library Strategic Objective

We will provide services that meet each individual at the place from which they arrive – culturally, socially, and academically. Our leadership in diversity, equity, inclusion and accessibility will be recognized by the campus and by our peer institutions, just as they now recognize our leadership and excellence in the realm of research libraries.

Action Goals

1. Enhance user-centered customer service strategies.
2. Demonstrate our leadership on IDEA both on campus and within the professions of librarianship and publishing.
3. Develop pathways for conflict resolution in the way we serve each other and in the way we serve our user groups.

Action Goals, Academic Year 2019 Focus:	Success Measurement or Desired Outcome, AY 2019	Responsible People
Enhance user-centered customer service strategies.	<ul style="list-style-type: none"> ● A user-centered philosophy will guide decisions being made as spaces, services and programs are designed. 	<p>Primary: Rebecca Dunkle & the Operations Division</p> <p>Secondary: All AUL's and their divisional teams,</p>
Demonstrate our leadership on DEIA both on campus and within the professions of librarianship and publishing.	<ul style="list-style-type: none"> ● Library employees will be encouraged, empowered and recognized for innovative and transformational efforts in advancing DEIA ideals and values. ● Host the 2019 Big 10 Library Conference with the theme of "Accessibility leading to Innovation". 	<p>Primary: Jeff Witt; DEI Lead, Stephanie Rosen; Accessibility Specialist</p> <p>Secondary: Library Diversity Council</p>
Develop pathways for conflict resolution in the way we serve each other and in the way we serve our user groups.	<ul style="list-style-type: none"> ● Our commitment to treating all user groups with dignity and respect will be clearly communicated and users will have a clear and readily accessible method for resolving conflict or customer service shortcomings. ● Library Diversity Council will develop and launch a training series "Communication Recovery". 	<p>Rebecca Dunkle & the Operations Division and the Library Diversity Council</p>

Detailed Action Planning Tables for Academic Year 2019

Domain: Recruitment, Development & Retention; 4 Action Goals

1: Create a recruitment process to allow the library to attract and hire critical talent from diverse applicant pools.

<i>Strategic Objective</i>	<i>Detailed Action</i>	<i>Measure of Success</i>	<i>Key Constituency</i>	<i>Accountable Party</i>	<i>Resources Needed</i>
Diversify Candidate Pools	We will engage in targeted outreach efforts to promote the development of applicant pools that reflect racial, gender and other forms of human diversity.	At least 90% of all candidate pools in 2019 will reflect diversity as measured by U-M Human Resources.	Potential Employees	Library Human Resources	Data from U-M HR. Membership fees for some venues
Inclusive Search Processes	LHR will work with Hiring Managers to create an inclusive search process.	A Hiring Manager Training will be developed and launched in 2019.	Potential Employees	Library Human Resources and Jeff Witt, DEI Lead	N/A
Candidate Centered Processes	Search Committees will learn to create candidate centered processes.	At least 90% positive feedback from those who participate in an on-site interview.	Potential Employees	Library Human Resources and Jeff Witt, DEI Lead	N/A

2: Assess the working climate and culture of the library, implement strategies to identify and build upon current strengths, and take opportunities to improve the workplace environment and positively impact retention.

<i>Strategic Objective</i>	<i>Detailed Action</i>	<i>Measure of Success</i>	<i>Key Constituency</i>	<i>Accountable Party</i>	<i>Resources Needed</i>
Assessment Specialist On-boarding	The Assessment Specialist will successfully onboard and gain a deep level understanding of existing and needed assessment efforts across the library.	The Assessment Specialist will self-report that this objective is accomplished.	Library Community	Craig Smith, Assessment Specialist & Donna Hayward, Associate Dean	May need development funds.
U-M Climate Survey Follow up	The DEI Lead along with Staff Forum and Librarian's Forum, will follow up on Climate Survey issues.	Key elements of climate survey data will be reflected in the 2019 diversity plan update and in the 2020 action goals update.	Library Community	Jeff Witt, DEI Lead Librarian's Forum Board and Staff Forum Board	TBD
Engage Student Employees	The library will develop and implement recommendations for creating a more inclusive work environment for student employees.	There will be reports of student employees being engaged in the library community in specific ways such as trainings, committees and social events.	U-M Students	Library Human Resources Jeff Witt, DEI Lead Student Employee Task Force	TBD

3: Secure at least one PFIP Hire this year.

<i>Strategic Objective</i>	<i>Detailed Action</i>	<i>Measure of Success</i>	<i>Key Constituency</i>	<i>Accountable Party</i>	<i>Resources Needed</i>
Utilize at least one of our 6 available PFIP Hires.	A librarian eligible for the PFIP program will be recruited or found from an existing search this year.	At least one PFIP hire will be secured.	Potential Employees	LHR Partners, Jeff Witt, DEI Lead and Dean James Hilton.	½ the salary and benefits of a librarian position.

4: Support library staff in developing and enhancing intercultural competencies and the [Association of College and Research Libraries Diversity Standards](#).

<i>Strategic Objective</i>	<i>Detailed Action</i>	<i>Measure of Success</i>	<i>Key Constituency</i>	<i>Accountable Party</i>	<i>Resources Needed</i>
Build Intercultural Competencies via Training	Diversity Council will develop and launch the 2nd theme for the intercultural competency series and will host a day of development around this theme.	At least 90% of participants will report growing intercultural competencies from IC training and/or the day of development.	Library Community	Jeff Witt, DEI Lead and Diversity Council	\$4,000 added to the LDC budget for programming
Build Intercultural Competencies via experiences	Efforts to build intercultural competencies will be encouraged, empowered and recognized.	There will be at least 6 nominees for the 2019 diversity award.	Library Community	Jeff Witt, DEI Lead and Diversity Council	N/A

Domain: Education & Scholarship; 3 Action Goals

1: Actively encourage, support and promote research and scholarship in areas related to diversity.

<i>Strategic Objective</i>	<i>Detailed Action</i>	<i>Measure of Success</i>	<i>Key Constituency</i>	<i>Accountable Party</i>	<i>Resources Needed</i>
Support DEIA research and scholarship	The library will support and promote DEIA related research and scholarship in a variety of ways including: events, exhibitions, promotions, publications, collection development and programming.	There will be at least 10 specific events, exhibitions, promotions, publications, collection development efforts or programs supporting DEIA this year.	U-M Community	AUL's in charge of library divisions, Jeff Witt, DEI Lead	TBD
Build collaborations support DEIA efforts across campus	The library will build cross-university partnerships that support DEIA work in a variety of ways including: research, events, exhibitions, promotions, publications and programming.	There will be at least 8 collaborations supporting DEIA efforts this year.	U-M Community	AUL's in charge of library divisions, Jeff Witt, DEI Lead	TBD

2: Create and cultivate inclusive learning environments that accelerate self-agency through outreach, programs, events and services responsive to learner, researcher, and scholar needs.

<i>Strategic Objective</i>	<i>Detailed Action</i>	<i>Measure of Success</i>	<i>Key Constituency</i>	<i>Accountable Party</i>	<i>Resources Needed</i>
Model and Promote Inclusive Learning Environments	The library will both model and promote inclusive learning environments in a variety of ways including events, exhibitions, promotions, publications and programming.	There will be at least 10 specific events, exhibitions, promotions, publications, collection development efforts or programs supporting Inclusive Learning Environments this year.	U-M Community	Doreen Bradley and the Learning Programs and Initiatives team, Stephanie Rosen, Accessibility Specialist	TBD

3: Explore and plan for a [Living Library](#) event to be hosted at U-M Ann Arbor.

<i>Strategic Objective</i>	<i>Detailed Action</i>	<i>Measure of Success</i>	<i>Key Constituency</i>	<i>Accountable Party</i>	<i>Resources Needed</i>
Establish a Living Library at U-M Ann Arbor	Using the U-M Dearborn Living Library as an example, a planning team will determine a course of action and host a first event this year.	A collection of Living Books will be curated and one Living Library events will be hosted.	U-M Community	Jeff Witt, DEI Lead and the Planning Team	Some programming funds for the event.

Domain: Equity, Inclusion & Accessibility; 3 Action Goals

1: Ensure that library spaces, services, programs and collections are inclusive and welcoming for all users.

<i>Strategic Objective</i>	<i>Detailed Action</i>	<i>Measure of Success</i>	<i>Key Constituency</i>	<i>Accountable Party</i>	<i>Resources Needed</i>
Inclusive Spaces, Services and Programs	All library spaces (physical and virtual), services and programs will reflect or organizational commitment to DEIA.	There will be at least 10 specific events, exhibitions, promotions, publications, collection development efforts or programs supporting Inclusive Learning Environments this year.	U-M Community	Doreen Bradley and the Learning Programs and Initiatives team, Stephanie Rosen, Accessibility Specialist	TBD
Accessible Technology	Make technology choices that hold accessibility as a core value.				

2: Hire and successfully on-board a DEI Program Manager.

<i>Strategic Objective</i>	<i>Detailed Action</i>	<i>Measure of Success</i>	<i>Key Constituency</i>	<i>Accountable Party</i>	<i>Resources Needed</i>
DEI Program Manager	A DEI Program Manager position will be created and filled this year.	A DEI Program Manager will be successfully on-boarded and will begin the work.	Library Community	Jeff Witt, DEI Lead and Library HR partners	Internal Funding Request established salary and benefits.
DEIA Internal Community of Practice	Establish an internal DEIA community of practice to coordinate and amplify efforts in this space.	A group of individuals who are focused on DEIA work within the library will be gathered into a community of practice with a charter established.	Library Community	Jeff Witt, DEI Lead and Donna Hayward, Associate Dean	Funds for an bi-annual meeting and an annual retreat.

3: Evolve our “safe spaces” into “brave spaces”.

<i>Strategic Objective</i>	<i>Detailed Action</i>	<i>Measure of Success</i>	<i>Key Constituency</i>	<i>Accountable Party</i>	<i>Resources Needed</i>
Understand the Library as Brave Space	The library community will understand how the library shows up as a “safe space” and as a “brave space”. The library will build on the experiences of safe space dialogues and build on this understanding.	A training program will be developed and launched with feedback gathered from at least 3 training sessions.	Library Community	Jeff Witt, DEI Lead	TBD

Domain: Service & Leadership; 3 Action Goals

1: Enhance user-centered customer service strategies.

<i>Strategic Objective</i>	<i>Detailed Action</i>	<i>Measure of Success</i>	<i>Key Constituency</i>	<i>Accountable Party</i>	<i>Resources Needed</i>
User-Centered Practices	A user-centered philosophy will guide decisions being made as spaces, services and programs are designed.	Feedback from user groups will reflect that they are satisfied with spaces, services and programs.	U-M Community	Rebecca Dunkle & the Operations Division All AUL's and their divisional teams,	TBD

2: Demonstrate our leadership on IDEA both on campus and within the professions of librarianship and publishing.

<i>Strategic Objective</i>	<i>Detailed Action</i>	<i>Measure of Success</i>	<i>Key Constituency</i>	<i>Accountable Party</i>	<i>Resources Needed</i>
Encouraging & Empowering Innovation in DEIA	Library employees will be encouraged, empowered and recognized for innovative and transformational efforts in advancing DEIA ideals and values.	There will be at least 10 specific efforts that meet this criteria this year.	Library Community	Jeff Witt, DEI Lead and all AUL's	TBD
Host a Big 10 Library Conference	Host the 2019 Big 10 Library Conference with the theme of "Accessibility leading to Innovation".	The conference will happen with full attendance and positive feedback from participants.	Big 10 Library Community	Stephanie Rosen, Accessibility Specialist, Kathleen Folger, Electronic Resources Officer and Jeff Witt, DEI Lead	Funds from the Dean's discretionary fund to offset the cost to participants

3: Develop pathways for conflict resolution in the way we serve each other and in the way we serve our user groups.

<i>Strategic Objective</i>	<i>Detailed Action</i>	<i>Measure of Success</i>	<i>Key Constituency</i>	<i>Accountable Party</i>	<i>Resources Needed</i>
Dignity and Respect to User Groups	Our commitment to treating all user groups with dignity and respect will be clearly communicated and users will have a clear and readily accessible method for resolving conflict or customer service shortcomings.	Feedback from user groups will be affirming of being treated with dignity and respect as needs are met.	U-M Community	Rebecca Dunkle & the Operations Division	N/A
Communication Recovery	Library Diversity Council will develop and launch a training series "Communication Recovery".	A training is developed and launched with positive feedback gathered from participants.	Library Community	Library Diversity Council	N/A

Summary of DEIA Goal Attainment in Academic Year 2018

(See appendices E & F for the a summary of goal attainment in academic years 2017 and 2016.)

With short-term, action items being more one-library focused, progress was tracked more at the divisional level of the library. Each division was charged with working toward DEIA action steps in support of our four strategic DEIA goals (by domain). Progress in these action steps and modification of the action steps from AY 2018 is documented here.

Recruitment, Development and Retention

Action Goal 1: Create a recruitment process to allow the library to attract and hire critical talent from diverse applicant pools.

- The library has secured **1 PFIP (Provost's Faculty Initiatives Program) hire** this academic year as we continue our efforts to diversify the ranks of our Librarians.
- A.Y. 2018 was the first year of the library **Resident Librarian Program**, which is a pipeline program to fast-track early career Librarians from diverse backgrounds into their career goals. The library funded one resident and requested matching funds in our Provost budget request for a second resident, which was awarded. We interviewed three candidates, had slots only for two, but the third candidate would fill an immediate need in International Studies, so we appealed for additional funding for a third position, which the Dean's Office funded. Elaine Westbooks and the DEI Lead created the U-M residency program in a different way than other resident programs. Instead of offering residents specific positions or a library-wide rotation, we created a hybrid version of both. Our program is getting a lot of attention from other members of the ACRL Diversity Alliance and, by invitation, we will be presenting on our residency program at this summer's ALA conference.
- Along with Helen Look and Alex Rivera, the DEI Lead helped to create an internship experience at the library for an **EBSCO / ARL Graduate Level Internship for Diversity Scholars**. One of the objectives of the program is to attract interns from diverse backgrounds into librarianship as a pipeline program.
- As a base-budgeted **salary retention initiative**, the library human resource team, with guidance from Library Executive Council and in collaboration with University HR, identified specific job classifications where salaries fell below market rates for similar jobs in higher education, and are also difficult areas to recruit and retain top talent. In the end, 84 individuals in the library received increases to their base salaries. The increases varied but the average increase was around \$1,800. Gender and race equity was carefully monitored in the process.

Action Goal 2: Assess the working climate and culture of the library, implement strategies to identify and build upon current strengths, and take opportunities to improve the workplace environment and positively impact retention.

- The DEI Lead worked closely with Staff Forum Board to prep the library for the **UM All-Staff Climate Survey**, analyze the results, create and share an **Executive Summary**, and provide a workshop style overview of the data for the entire library. Work will continue to determine and implement action steps over the 2019 academic year.
- The DEI Lead worked closely with LHR and the Student Supervisor SIG to analyze the data collected from the **library student employee climate survey**. A student was hired to develop **a report and a presentation** from the data. A Student Employee Task Force was formed to develop and implement action steps from the data.
- The DEI Lead worked closely with Librarian's Forum Board to prep the library for the **UM All-Faculty Climate Survey**. work will continue in the 2019 academic year to analyze the results, write an Executive Summary, develop a presentation and pursue action steps.
- The library hired an **Assessment Specialist** this year with DEIA assessment as one of his focuses.

- The DEI Lead, along with Laura Burnham, developed and implemented the **centralized portion of the library recognition program**. Laura and Jeff provided guidance and consultation to recognition program leads from each library division and developed and implemented the new central library portion of the program which includes 2 celebration events and a peer-to-peer recognition program. The ultimate goal of this program is to develop and maintain a culture of appreciation.
- The **My IDEA program** has been going very well this academic year with library employees now looking forward to each month's session. This program has helped the library community to develop and implement listening skills and appreciation for individual lived life experiences based on unique identities. Exploration into creating a My IDEA Studio (creating art reflecting intersections) has begun.
- The DEI Lead and Sinilga Wang organized a library staff onboarding task force. This group took a close look at onboarding procedures for every division of the library as well as LHR processes and UM resources. The team developed specific recommendations to LHR for **standardizing the library onboarding process** for new hires. Key objectives of this task was the retention of diversity within the ranks of the library and to develop an organizational commitment to supporting new employees.
- A short **DEIA survey** was sent to all library employees asking about DEIA programming with the following results:
 - 77% of respondents desire to participate in Intercultural Communication programming
 - 63% would like to participate in DEIA skill building programs
 - and 61% would like to participate in social justice focused programming
 - When asked about familiarity with the library DEIA plan:
 - 45% of respondents have read the plan
 - 26% have discussed it with others
 - 22% have only glanced at it or heard about it
 - 5% report sharing it with others
 - and only 2% report no familiarity with it at all

Action Goal 3: Support library staff in developing and enhancing intercultural competencies and the Association of College and Research Libraries Diversity Standards.

- The DEI Lead has been continuing to facilitate **bias mitigation sessions** over the 2018 A.Y. The DEI Lead trained 5 other colleagues to deliver the search committee version of this program as well. The DEI Lead worked with Helen Look and Emily Campbell to provide some version of bias mitigation training to the entire Collections Division. Bias Jeopardy sessions have been attended by UM colleagues who are exploring using program delivery methods other than workshop or presentation formats. Trainings conducted during the 2018 A.Y. included:
 - 10 search committee trainings = 52 colleagues trained
 - 3 departmental trainings = 65 colleagues trained
 - and 5 Bias Jeopardy sessions = 26 colleagues trained
- The DEI Lead took an informal survey of library staff members who self-identify as "**DEIA Champions**" attempting to learn the degree to which they aspired to develop and implement DEIA related programs and services. It was discovered that the biggest barriers were feeling unskilled in facilitation skills and fear of making a mistake. As a result, a consultant trainer ([Eleni Kelakos](#)) who specializes in "train-the-trainer" programs was brought in and 30 library employees attended the 4-hour training. We intend to follow up in A.Y. 2019 to see if Champions are more ready to take the lead on DEIA projects, programs and services.
- The Library Diversity Council focused on developing IC within the library with a new program called the **Inclusive Interpersonal Skills Series**. In A.Y. 2018, the group facilitated 6 sessions on the first topic in the series, "Deep Listening", with 95 library employees attending. We are developing 2 follow up sessions for A.Y. 2019; "Communication Recovery" and "Anti-Oppressive Practices".

- In A.Y. 2018, the DEI Lead applied for an Innovation Grant from the UM DEI Office and was awarded \$4,000 to convert the annual library diversity celebration into a **full day of DEIA Development**. An ad-hoc committee from across the library was formed to plan and deliver the event. There were about 160 library staff (including 9 student employees) who attended at least one session during the day. In addition, there were 2 keynote speakers to anchor the day and the Diversity Celebration saw a record attendance of over 200 library staff. The break out sessions of the day had 2 objectives;
 - introduce library staff to UM colleagues who engage in DEIA work and can serve as collaborators and a support network and
 - learn IC skills from these campus professionals and subject matter experts.
- The library hosted a showing of "**Maineland (2017)**", followed by open discussion. This film is an award-winning documentary about international students at a boarding school in Maine. While focusing on the stories of two students from China, Maineland touches on a host of other issues, including cross-cultural communication, the commodification of education, and globalization.
- Eight library employees, mostly members of the Library Diversity Council, attended the **2018 White Privilege Conference**. These participants offered a brown bag program to the library community discussing lessons learned and conference highlights.

Education and Scholarship

Action Goal 1: Actively encourage, support and promote research and scholarship in areas related to diversity.

- Shapiro **Design Lab residents** projects for the year included library wayfinding and accessibility and 21st Century storytelling across diverse populations.
- The library organized and hosted a local event of the international **Art+Feminism Wikipedia Edit-a-thon** campaign. An invitation was extended to the entire UM campus to participate in a social editing event to increase Wikipedia content around subjects related to art and feminism. The library provided tutorials for the beginner Wikipedian, in-person assistance, reference materials, and refreshments. By the end of the event, the participants (students, staff and community members) collectively produced 3 brand new articles, 48 improved articles, 204 total edits, and over 6,000 words added by 29 editors.
- The Asia Library has curated a **world-class Chinese dance collection**. The collection features a wealth of rare materials—books, periodicals, photo albums, performance programs, postcards, mimeographs and manuscripts.
- The Library Learning Programs and Initiatives unit continues to offer **student mini grants** in support of research projects. Students can receive up to \$1000 to support innovative and collaborative projects that make a real-life impact. Projects must strengthen community partnerships, enhance global scholarship and/or advocate for diversity and inclusion. Mini grants awarded for the 2018 A.Y. include;
 - “Life is Hard for Us”: Drinking Water at the Epicenter of Cholera in Haiti
 - Together But Separate: Images of the Sovereign Feminine
 - Exploring Black Digital Humanities, Connecting Experiences
 - Strengthening Community Partnerships: The Afro Presence in Argentina
 - Designed Shock: A Card Game to Improve Cultural Awareness and Empathy
- A grant from the National Endowment for the Humanities will make it possible to make over one hundred **books about Asia published by the University of Michigan freely and publicly available online**, in editions that use digital affordances to enrich the reading and teaching experience. Together these titles will dramatically advance public understanding of the diversity of society, culture, and history in East, South, and Southeast Asia at a time when the region is rarely out of the headlines.

Action Goal 2: Create strategic partnerships to engage with and support the diversity efforts of UM colleges, schools, units and health system.

- With support from the Samuel H. Kress Foundation, the [Describing Visual Resources Toolkit](#) was developed by the library with invited participants from cultural heritage, publishing, library, and advocacy organizations from across North America as well as campus partners to improve the accessibility of publishing in the arts and humanities.
- The library increased its engagement of [Peer Information Counseling students](#) with the **Success Connects** program through the Office of Academic Multicultural Affairs. PIC students are now engaged in study tables, providing tours, and research consultations with students in OAMI.
- The Library has developed a partnership with the **Wolverine Pathways** program, teaching several research sessions, and becoming a valued partner in the student experience.
- Resident Librarians supported the outstanding efforts of **UMS Artist in Residence**, Morgan Breon by hosting and promoting a special preview of her play "[Telling Our Stories: Black Women in America](#)". The play is centered around the experiences of black women in America and is based on interviews Morgan conducted.
- The UM Library contributed funding and program level support to a "**HUMAN LIBRARY**" event organized by students from the School of Information and the student organization, ALA student chapter.
- Stephanie Rosen is the Library Accessibility Specialist and the chair of the UM Council for Disability Concerns. She is regularly consulted by UM faculty, offices and programs for expertise on **accessibility in the classroom**.
- Tashia Munson regularly participates in the **COUNTS meetings** hosted by the UM Center for the Education of Women and represents the library within this group.
- The library collaborated with the Services for Students with Disabilities (SSD) Office to host the [Autism Spectrum Disorders conference](#). The annual conference is open to all faculty, staff, students, and community members. It promotes inclusion of students with ASD on campus and education about ASD abilities.

Action Goal 3: Create and cultivate inclusive learning environments that accelerate self-agency through outreach, programs, events and services responsive to learner, researcher, and scholar needs.

- After a year hiatus, the Library relaunched the [Michigan Library Scholars program](#). This program is designed to provide library internships focused on a global or international learning experience. We have four students for the summer of 2018.
- **User-focused service design** around consultation and digital scholarship has been increased in the library Learning & Teaching division. These services are built around principles of diversity and inclusivity with pilots including testing with diverse populations, accessibility evaluations of potential tools, and outcomes-based assessment across populations and user needs.
- A number of Library units; Connected Scholarship, Publishing, and ITS, created a short [video on Accessible Electronic Books](#). The video gives a quick look at the experience of reading digital books with assistive technology, and the difference that accessible books can make.
- The library hosted a **Digital Accessibility in Higher Education webinar** and invited the entire library community. The webinar from Inside Higher Ed explores the legal and educational issues facing colleges as they try to provide services to students with a range of disabilities.

Inclusion, Equity and Accessibility

Action Goal 1: Provide equitable and reliable internal and outreach communication.

- The **Library Communications Team** has been examining their output this past year to make sure it is as equitable as possible, in terms of both representation and accessibility. The very popular [StoryCorps](#) project was an example of such efforts. The communications team intentionally made sure the stories were not only from a variety of backgrounds but there was also a range of ethnic and racial representation. The team also made it a point to make sure a written transcript of the audio interview was made available for each story.
- With producing the University [Library digital magazine](#), the communications team is very aware of the accessibility standards we strive to meet and work to make sure the site structure and the alt-text is always where it needs to be. To become better equipped to manage the accessibility issues, the team visited the Knox Center in order to preview the digital magazine with an actual screen reader.
- Resident Librarians begin a [DEIA blog](#) hosted on the library website; PIPELine. This blog attempts to address intersections of Power, Identity, Privilege and Equity within library work.
- The University of Michigan Press **published several books that advanced the understanding of DEIA principles and practices among higher education leaders.** Notable was *Academic Ableism: Disability and Higher Education* by Jay Timothy Dolmage, which was presented open access and in a format accessible to machine readers: https://www.press.umich.edu/9708722/academic_ableism. This received a great deal of media and social media attention including being profiled in [Inside Higher Ed](#).

Action Goal 2: Ensure that library spaces, services, programs and collections are inclusive and welcoming for all users.

- Active [classroom redesign projects](#) across the library have created learner-centered environments, promoting self-agency, exploration, and discovery.
- A new [public Lactation Room](#) was created on the first floor of Hatcher North in the women's restroom.
- Online and posted maps were developed and posted indicating the [accessible route](#) for the Library Gallery.
- The Operations Division continues user research to inform [wayfinding signage](#) (directories, maps, and guides). A standard color palette for both staff and public areas was finalized and we continue implementing standard signage for directories and wayfinding.
- Library facilities collaborated with [Live in Color student organization](#) to install a painted mural on the fourth floor of Hatcher.
- Restroom signage was upgraded on our directories to include accessible and [gender neutral restrooms](#).
- Operations leadership has been engaging in a comprehensive effort to refresh and reinvigorate our Hatcher South service desk and other [service desks across the library](#), including staff training with an emphasis on inclusion, user observation, and improved signage.
- Operations leadership has gathered [user research](#) from across the university, conducting 30 in-person interviews of faculty, students, and staff on campus to better understand their academic experiences as it relates to intersecting identities. Translating this research into user profiles and artifacts to help us better design our services based on their experiences, goals, and perspective.
- Access routes and signage were improved to several Library meeting spaces, including remote spaces such as the main meeting room (839 Buhr) in the Buhr building.

Action Goal 3: Make technology choices that hold accessibility as a core value.

- The **Digital Accessibility Team** was created and launched this A.Y. as a collaboration between LIT and Learning and Teaching to support accessibility evaluations of projects and products and consultation.
- The Digital Accessibility Team and the Library Accessibility Specialist established "**Accessibility Office Hours**" this A.Y. Hours were established in March and were so well received, that they continue 2 days per month. The group welcomes accessibility related questions big or small and offer consultation to Library IT staff, all Library staff, and faculty, students, and staff in general.
- The Library hosted a panel discussion; **Reinventing Normal: New Technologies for Empowerment**; All of us have things we are good at, things we aren't, and things we'd like to do but they are hard for us for whatever reason. The idea of "disability" carries with it the idea of what cannot be done. How is technology changing that? How is technology changing the idea of what we can or can't do? Four speakers from U-M address the ways in which technologies are empowering individuals in their lives, changing the idea of what is a disability is, and literally reinventing normal.
- With support from the Andrew W. Mellon Foundation, the Library **developed Fulcrum, a new digital publishing platform, that has accessibility as a core design feature**. This included conducting an accessibility audit in collaboration with the Michigan State University/Accessibility Research group.

Service and Leadership

Action Goal 1: Enhance user-centered customer service strategies.

- The Service Design Task Force established a Library **Student Advisory Board** to provide feedback and insight on the service design process for future library initiatives in order to build a diverse user perspective for initiative prototypes, pilots, and eventual implementation of service models.
- The DEI Lead developed a "**Safe Space / Brave Space**" training focused on front-line customer service. This training helps service desk staff understand the difference between the library as a safe space and the library as a brave space and to develop skills in creating/maintaining safe and brave space. The pilot of this training program was delivered to 28 library employees in AY 2018.

Action Goal 2: Demonstrate our leadership on IDEA both on campus and within the professions of librarianship and publishing.

- Alexandra Rivera received the 2018 **ALA Equality Award**, which is given to an individual or group for outstanding contributions toward promoting equality in the library profession.
- Doreen Bradley is the University Library representative to the Provost's Liaisons for Inclusive Teaching Group and has shared library developed material on inclusive teaching with the group including an **Inclusive Teaching Toolkit**.
- The DEI Lead, Jeff Witt, was invited to present to several diverse audiences about the form, structure and content of the library DEIA plan; **National Level Webinar on LYRASIS**, Panel Presentation at Penn State, The UM DEI Leads monthly meeting and The UM Web Accessibility Working Group.
- Meghan Sitar, Director of Connected Scholarship, served this year on the ALA committee to connect **Spectrum Scholars** with Academic Library mentors.
- Edras Rodriguez-Torres and Helen Look presented at the **Academic Library Association of Ohio** on "Rethinking and Restructuring Recruitment in Academic Libraries".
- Jungwon Yang has been chosen for the 2018-2019 **Leadership & Career Development Program (LCDP)**. The LCDP is a yearlong program that involves, among other things, multi-day institutes and career coaching with an ARL library director or senior staff member to help prepare mid-career librarians from historically underrepresented racial and ethnic groups for leadership roles.

- The Library Diversity Council awarded the **2018 Diversity Award**, Individual and team, at the annual diversity celebration. Awards are given in recognition of their extra initiative to promote diversity, equity, inclusion, and accessibility within the workplace, profession, campus, and/or broad community.
 - Operations Supervisor, Monica Porter was recognized for her work with the Michigan Works Summer Youth program (now part of the U-M Poverty Solutions program) to give high school students from underrepresented backgrounds a unique work experience in a university setting.
 - The Digital Accessibility Team was recognized for outstanding outreach in bringing their expertise to the campus.
- Jeff Witt has been consulting with the **University of NC, Chapel Hill** as they are creating a Diversity & Inclusion Specialist position in the university library.
- Jason Colman, Director of Michigan Publishing Services, presented at the 2018 **Library Publishing Forum** at the University of Minnesota. He covered how the University DEI plan is showing up in the priorities and actions of M-Publishing.
- Jeff Witt, DEI Lead presented at the 2018 **Hispanics in Higher Ed. conference** on types of DEI programming.
- Jon McGlone, front-end developer in the Library, contributed to an article in the leading periodical for scholarly publishers, *Learned Publishing*, that held up University of Michigan Press as a leading example of good practice in accessible publishing: <https://doi.org/10.1002/leap.1146>

Action Goal 3: Develop pathways for conflict resolution in the way we serve each other and in the way we serve our user groups.

- Library employees started a "**Liberating Structures Special Interest Group**" this year and hold 2 meeting each month which are open to all library staff. During the meetings, participants learn to use Liberating Structures in the context of teaching, meetings and trainings to become more inclusive and equitable.
- A **change management training protocol** was developed by leaders across the library. The authors saw a need in our organization for "training and resources to help [our colleagues] understand and manage change in their work environment,".
- Library **Safe Space Dialogues** continued this A.Y., offering seven opportunities to library staff to engage in highly supportive dialogues exploring sensitive issues. Safe Space Dialogues collaborated with the Library Staff Forum this year to offer debrief sessions following staff forum sessions addressing mental illness in the workplace.

A.Y. 2018 Exhibits, Publications, and Library Collections Focused Events Promoting DEIA

Bouquet's Expedition Against the Ohio Indians in 1764. May 2018. Former Director of Fort Ligonier, Martin West, tells the dramatic story of the forced repatriation of Ohio County Indian prisoners and adoptees at the end of Pontiac's War.

Black Detroit: A People's History of Self-determination April, 2018. Herb Boyd – journalist, activist, teacher, and author – talks about his latest publication,, **Black Detroit: A People's History of Self-determination**. The book looks at the evolving culture, politics, economics, and spiritual life of Detroit – a clear-eyed reportage that explores the city's past, present, and future and its significance to the African-American legacy.

Locking Up Our Own: Crime and Punishment in Black America April, 2018. Dr. James Forman, Yale University Law School, speaks about his new book, *Locking Up Our Own: Crime and Punishment in Black America*. Dr. Forman's work is relevant to those engaged in studying the United States criminal justice system and the crisis of mass incarceration. Sponsored by the Department of Afroamerican and African Studies (DAAS), the History Department, and the University of Michigan Law School.

[Decolonizing Aid for Health Justice: Water, Cholera, and Rice in Haiti](#) April, 2018. Vicky Koski-Karell discusses three elements of Haiti's contemporary history – water, cholera, and rice – and traces the ways that their interrelated narratives impinge on one another. Humanitarian efforts to ameliorate water, health, and food insecurity in Haiti often rely on top-down strategies—themselves constrained by implicit bias – that, while sometimes effecting improvements, may perpetuate colonial dynamics.

[Diversity Includes Disability: Perspectives on the U-M Council for Disability Concerns](#), May 2018. Anna Ercoli Schnitzer and Bonnie A. Dede describe the establishment of the U-M Council for Disability and traces the history of the organization and its future directions. The book is designed as an aid to other institutions developing DEIA initiatives and share the challenges faced by U-M as well as its successes.

[HOW SHOULD A BODY BE?](#) March, 2018. An inspirational, funny and relatable afternoon of storytelling with writer and motivational speaker Bethany Meloche. Bethany is the author of the memoir, HOW SHOULD A BODY BE?, a coming-of-age story about growing up in Michigan, falling in love, and learning to live with a progressive disease and a body that doesn't conform to expectations.

[Islamophobia Working Group: Restructuring Academia and Student Life](#) March, 2018. For the Islamophobia Working Group's two year anniversary, come and find out what they've been doing! Student members talk about issues that are central to diversity, equity, and inclusion for Arab and Muslim students and the progress made on these issues.

[Film Viewing: And Then They Came For Us](#) March 2018. Seventy-five years ago, Executive Order 9066 paved the way to the profound violation of constitutional rights that resulted in the forced incarceration of 120,000 Japanese Americans. Featuring George Takei and many others who were incarcerated, And Then They Came for Us brings history into the present, retelling this difficult story and following Japanese American activists as they speak out against the Muslim registry and travel ban.

[Stories of the Black West](#) February, 2018. Historian Douglas Lewis (Attorney/Director, University of Michigan Student Legal Services) shares stories about the courageous contributions of Blacks in shaping the West. Sponsored by the U-M Office of Multi-Ethnic Student Affairs.

[Youth Voice: Our Queer Stories](#) February, 2018. LGBTQIA+ teens in our community bravely share their stories and talk about what they need from us. Sponsored by the Spectrum Center and the Neutral Zone.

[Invisible No More: Police Violence Against Black Women and Women of Color](#) January, 2018. Drawing from her recent book, Andrea Ritchie, Researcher in Residence at Barnard Center for Research on Women, examines how Black women, Indigenous women, and women of color experience racial profiling, police brutality, and immigration enforcement.

[Islamotopia: American Exceptionalism and Muslim Reform](#) October, 2017. Michael Muhammad Knight, assistant professor of religion at the University of Central Florida, examines the development of American Muslim exceptionalism, the exclusions and marginalizations that it performs, and calls attention to indicators of its decline.

["Punks" @ 20: Revisiting Cathy Cohen's Queer Coalitional Vision](#) September, 2017. The Lesbian, Gay, Queer Research Initiative (LGQRI) presents a symposium in tribute to and reconsideration of Cathy Cohen's generative article "Punks, Bulldaggers, and Welfare Queens: The Radical Potential of Queer Politics?" Published in GLQ in 1997, Cohen's piece articulated a queer of color critique that transformed the field. Light refreshments.

[Detroit '67: The View from Ann Arbor](#) September, 2017. A complement to the [Reverberations of Rebellion](#) exhibit on display in the Hatcher North lobby, this event brings together veterans of the '60s era of civil rights activism in Ann Arbor to reflect on that period's struggle for racial justice, the relationship between Ann Arbor and Detroit, and what it might mean for us today.

[Creating Data Literate Students](#), August 2017. Edited by Kristin Fonticharo, Jo Angela Oerhli, and Amy Lennex
Creating Data Literate Students provides high school librarians and educators with foundational domain knowledge to teach a new subset of information literacy skills — data and statistical literacy, including statistics and data comprehension; data as argument; and data visualization. Published by Michigan Publishing Services open access online and in print.

Signature Ongoing DEI&A Initiatives

The following list of key DEI&A initiatives represent the organic efforts of U-M Library staff and administrators to embed DEI&A into the library's organizational culture. This is a short sample of many established initiatives.

Accessible, Quiet Space Study Carrels

The Graduate Library offers reservable and accessible study carrels to students registered with [Services for Students with Disabilities](#) (SSD).

Accessibility First Program

Led by the library Accessibility Specialist, this program represents a strategic framework that can guide library-wide engagement with accessibility issues. An Accessibility Task Force has been formed to conducting evaluation and support through staff surveys, user research, policy assessment and accessibility audits.

Contact: [Stephanie Rosen](#)

Amity Committee

The Library's longstanding Amity Program creates a warm, welcoming, and inviting environment for new employees. Existing staff members volunteer to meet and help ease new employees into the social and professional life of the University, the Library and the local community. To facilitate this process, the Amity Committee conducts several "Welcome to the Library" social events each year.

Committee Email: amity.committee@umich.edu

Association of Research Libraries (ARL) Diversity Initiatives

- [ARL Career Enhancement Program](#) (CEP) - Since 2011 the Library has sponsored 2 MLIS students per year to participate in this important and impactful program.
- [ARL Leadership and Career Development Program](#) (LCDP) - The library has supported the participation of 10 UM librarians in this bi-annual program since 1999.

Comprehensive Studies Program

The library continues its longstanding partnership with the Comprehensive Studies Program (CSP), particularly its Summer Bridge program. This work is aimed at ensuring the academic success of students who may be less prepared to navigate the academy's complex information landscape. Library staff have also launched an assessment plan, with CSP approval, in several courses to measure impact and gather evidence for more focused future integration.

Customer Service Team

The charge of this library team is to drive organizational development in customer service, through creating and delivering training material applicable to the entire library. This team also explores and implements customer service assessment methods and will update the [Customer Service Tutorial](#).

Detroit Center Program

The resources and services provided at the Detroit Center Library Lab is focused on supporting the research, instruction and information needs of the UM Community working towards improving Detroit community outcomes. Contact: [Alexandra Rivera](#)

Diversity Council

The 12 member [Diversity Council](#) advances the mission of the Library by providing leadership, support and development across all levels of the Library in areas of diversity and inclusion. The LDC:

- organizes, supports, and leads activities to foster cultural competence among Library staff.
- supports a positive climate and culture within the library.
- works in partnership with Library Administration to advance library goals relating to diversity.
- serves as a resource for Library staff on diversity concerns.
- supports the Diversity & Inclusion Specialist in managing the library diversity plan.

Contact: librarydiversity@umich.edu

Diversity Focused Librarians and Library Staff

While it is understood that diversity, equity, inclusion and accessibility work is the work of all librarians and staff, there are some positions within the library that are specifically focused on these areas.

Coordinator, MI Digital Public Library of America Service Hub	Richard Adler
Director, Learning Programs and Initiatives; Inclusive Teaching	Doreen Bradley
Learning Librarian; Liaison to the International Center	Gabriel J. Duque
Accessibility Specialist in User Experience, Library IT	Ben Howell
Women's Studies & Publishing Services Librarian	Meredith Kahn
Head, Asia Library	Dawn Lawson
Head, International Studies	Barbara Alvarez
Multicultural Studies Librarian	Charles Ransom
Student Success and Community Engagement Librarian	Alexandra Rivera
Accessibility Specialist	Stephanie Rosen
Disability Issues, Outreach Librarian, Taubman HS Library	Anna Schnitzer
Diversity and Inclusion Specialist	Jeff Witt

Diversity Goal Writing Workshops

Workshops to assist library employees in writing diversity goals are held through the year. Workshops are a collaboration between Library Human Resources and the Diversity and Inclusion Specialist.

EBook Accessibility Task Force

Michigan Publishing's E-Book Accessibility Task Force assesses e-book accessibility, and guides implementation of practices to create born-accessible content by incorporating accessibility at the earliest stages of the final release of a project. The Task Force consists of members across all units of Publishing and also includes the Library's Accessibility Specialist. Its deliverables include:

- Technical guidelines for production staff and vendors creating ebook file formats
- Guidelines and best practices for authors and editors creating and shaping book content
- Accessibility audit of selected e-books across subject areas
- Recommendations and timeline for implementing new guidelines and processes

English Language Teaching (ELT) Division Publications, U-M Press

The ELT Division is a major publisher of textbooks that help international students succeed in their academic programs and train future ESL teachers around the world. It is known for its bestselling *Academic Writing for Graduate Students* (3d ed.) textbook, several English for Academic Purposes textbooks, and innovative resources for ELT instructors like *Flip It!*

Future Information Graduates Group

This support group provides encouragement to library employees who are pursuing a degree in the profession. This is an effort to positively impact the pipeline and help diversity librarianship.

Global Health Initiatives

[Gurpreet Kaur Rana](#) leads the Taubman Health Sciences Library's involvement in and response to global health initiatives and establishes partnerships, promotes and fosters relationships, and creates opportunities in research, teaching and learning in the health sciences. In her role as Global Health Coordinator, she develops and implements a range of efforts including programs, instruction, and services to contribute to the University's efforts in global health. In addition, she identifies global information resources, incorporates librarians into global health initiatives, identifies grant and funding opportunities, and collaborates with faculty to lessen health disparities around the world using the power of information resources.

Global Information Week

A week of events to help international students feel welcome and encourage U.S. students with aspirations to study abroad. The library collaborates with other UM units and student orgs to bring a diversity of events each spring. Contact: [Gabriel J. Duque](#)

Instruction Steering Committee

The U-M Library Instruction Steering Committee helps instructors within the library to develop and enhance teaching skills and stay informed of best practices. The committee actively encourages all instructors within the library to attend workshops from The Center for Research on Learning and Teaching (CRLT) and use the resources they have identified on their [Inclusive Teaching web page](#).

International Student & Scholar Orientation

In collaboration with the U-M [International Center's orientation program](#), M-Library staff host an orientation to library services directed specifically to international students and scholars. Contact: [Gabriel J. Duque](#)

Library Engagement Fellows

Student Fellows are hired each year to work closely with library staff on inclusion focused projects that explore the intersection of libraries, engaged learning, and student experiences.

Martin Luther King Day Committee

[This committee](#) plans and organizes annual events around Martin Luther King Jr. Day celebrations at the Library. This is a part of the [university-wide MLK celebration](#).

Mentoring Program

The purpose of the mentoring program is to match recently-hired library staff members with a colleague who can provide them with various levels of support for their first year in the new position. Committee email: umlibmentoring@umich.edu

Michigan Library Scholars

The library Learning Programs and Initiatives unit, under the direction of librarian **Gabriel Duque**, hire four UM students to work as [paid summer interns](#) in the Research Division. These students complete special projects for the library which help to inform and promote international studies.

MoSAIC

Movies, Supper, And Insightful Conversation! Is a diversity-themed cinema club bringing library employees together to view films, eat some grub, and hold informal conversations on the films. While library employees are specifically invited, but movie viewings and discussion meetings are open to anyone in the UM community.

Peer Information Counseling (PIC)

The PIC Program is a peer education retention program designed to connect library research and learning to peer education. The Peer Information Counselors are undergraduate students from culturally diverse backgrounds hired for their interpersonal, leadership and academic strengths and specially trained to provide reference and research consultation to their peers on the U-M campus and assistance with library projects. They work closely with student success initiatives on campus including the Office of Academic and Multicultural Initiatives where they maintain regular office hours and offer customized programs and workshops. Contact: [Alexandra Rivera](#)

Research Guides Related To DEI&A

The library creates and supports [several research guides](#) including some that are diversity focused. Diversity focused guides include:

- [Women's Studies](#): Designed to help users find relevant materials for research relating to women and gender.
- [Multicultural Studies](#): Selected resources useful for conducting research on Multicultural Studies. This includes, African American Studies, Latino or Hispanic American Studies, Native American Studies, and Asian American Studies.
- [Interracial Resources](#): resources on topics relating to interracial people and relationships
- [LGBTQ Health Resources](#): A guide to help users find health information relating to the Lesbian, Gay, Bisexual, Transgendered and Queer communities.
- [LGBTQ Studies](#): This guide will help users find relevant materials for research relating to Lesbian, Gay, Bisexual, Transgendered and Queer communities.
- [Jewish Heritage Collection](#): The Jewish Heritage Collection is a unique assemblage of artwork, books, printed ephemera, and objects of everyday and religious significance
- [Religious Studies](#): Important resources for the study of religion at the University of Michigan
- [Global Health](#): A collection of resources related to the many facets of global health.
- [Health Disparities](#): Resources on health disparities in the United States.
- [International Studies](#): Organized by country or global region.
- [Taubman Health Sciences Library: Diversity, Equity, Inclusion, and Access](#): practical resources that Michigan Medicine faculty can use to incorporate diversity into their teaching
- [Cultural Competence](#): Resources that help to increase intercultural awareness and competencies for traveling abroad and living among culturally diverse populations.

Student Engagement Program Mini Grants

[Student mini-grants](#) (up to \$1,000) support innovative and collaborative projects that make a real-life impact. Awarded projects will strengthen community partnerships, enhance global scholarship, and/or advocate for inclusion and diversity. Contact: [Amanda Peters](#)

Therapy Dogs in the Library Program

Therapy Dogs in the Library is a bi-annual event that runs in the Shapiro Undergraduate Library during finals time as a de-stress event for students. [Therapaws of Michigan](#) brings dog-human teams into the library.

Washtenaw School District Transitions (WISD) Young Adult Program

The [Washtenaw Intermediate School District \(WISD\) Transitions](#) program works with young adult students with disabilities and special needs, ages 18-26, who receive continued education services after high school. Within the Library, six departments are working with WISD to provide vocational training to 8-10 young adults each summer.

University of Michigan Library

818 Hatcher Graduate Library South

913 S. University Avenue

Ann Arbor, MI 48109-1190

(734) 764-0400

contact-mlibrary@umich.edu

U-M Library Diversity & Inclusion Specialist

Jeff Witt

wittjef@umich.edu

U-M Library Accessibility Specialist

Stephanie Rosen

ssrosen@umich.edu



lib.umich.edu/diversity

Appendices

- A. U-M Library Definition of Diversity
- B. The Value of Inclusion and Diversity to the U-M Library
- C. Additional Statements of Commitment to Inclusion, Diversity, Equity and Accessibility
- D. American Library Association definitions of Equity, Diversity and Inclusion
- E. Goal Attainment and Accomplishments from Academic Year 2017
- F. Goal Attainment and Accomplishments from Academic Year 2016

Appendix A

U-M Library Diversity Council Definition of Diversity

Library Diversity Council members helped to write a new definition of diversity for the library in 1996. The goal of this new definition was to encourage the idea that all individuals are diverse in some ways and library staff should respect and welcome everyone, not just specific groups. This definition acknowledged that equality requires effort, resources and commitment.

Diversity is defined as all the characteristics that can be used to describe humans. We are all diverse in many ways. It is the unique intersections of these characteristics that define each individual's diversity. A few examples of these characteristics include:

Age, language, cognitive style, nationality, cultural background, economic background, gender, religion, geographic background, politics, ethnicity, race, ancestry, marital status, sexual orientation, physical ability or appearance.

Diversity Means All of Us

To create a welcoming and respectful environment and organizational culture within the library, we must not assume that people who have characteristics different than our own necessarily have the same needs, experiences, and points of view that we do. At the same time, we must not make the assumption that "they" are all the same. Therefore, we must expand our definition of diversity to include all of us. This requires a different mindset, one where the emphasis is on how we as individuals can all contribute to a diverse workplace.

Issues of Equity

Having stated the above, we must recognize that not everyone faces the same consequences for their diversity. We cannot forget that issues of difference are closely tied to issues of power and discrimination. Issues of equity are inseparable from issues of diversity. Individuals are judged by how they fit into the characteristics outlined above. We must remember that equality will require effort, resources and commitments to both structural change and continuing education.

Diversity is not just about numbers. It requires profound structural and cultural change. We will not succeed in creating a truly diverse environment until every individual feels valued and respected, and that their point of view and experiences are important to the workings of the organization.

University Library Diversity Council
February 1996

Appendix B

Value of Inclusion and Diversity

Diversity is far more than the right or just or socially appropriate thing to do. Diversity, in the multiplicity of ways in which that may be expressed, drives our ability to effectively reach our institutional goals and accomplish our missions – as an organization and as individuals. Without it we risk failing. Here’s why.

The greater the complexity of a task or problem, the better the outcome if varied perspectives are applied in creating the resolution. If everyone thinks in the same way, innovation and creativity can go only so far. In fact, it may go nowhere. In every aspect of Library work there is room for problem-solving and innovation. In every aspect of our work there is room, even a need, for different points of view, different mental models, different training, different understanding, different approaches – difference. University of Michigan faculty member Scott Page writes based on his extensive research that “teams of people with diverse training and experience typically perform better than more homogeneous teams.”¹ This is true even when those homogeneous groups are drawn from the very top performers of an academic group. In other words, even a homogeneous group of very smart people can be outperformed by a group of moderately smart people when they have the advantage of diversity.

We can take some lessons from work done on the value of diversity in undergraduate education. Studies have demonstrated over and over again the positive impact of diversity on educational outcomes, particularly critical thinking skills. We learn not only from those whose knowledge is different from ours, but whose perspectives and experiences are different as well. Other U-M researchers report “...informal interactional diversity was especially influential in accounting for higher levels of intellectual engagement and self-assessed academic skills for all four groups [white, African American, Asian American, and Latino] of students.”² We advance if we continue learning and developing and we will learn best when we are challenged by others with different backgrounds.

Where diversity is a clear value, staff are more likely to stay, perform better and be more committed to their workplace. Those that don’t stay, will nevertheless leave with a positive view of the organization – and these are the best ambassadors for recruitment of new colleagues, according to Gallup research. “About twice as many employees working in companies that are committed to diversity say they are satisfied and are likely to recommend their company than are employees in companies with less commitment to diversity. Retention is also significantly higher at the companies with a strong commitment to diversity.”³

Finally, additional research suggests that consumers have higher satisfaction with services when they see themselves reflected within those providing the services. There are many reasons to actively pursue diversity and inclusion within the workplace: greater patron satisfaction, better learning and productivity among staff, and increased retention and contentment for staff. And, last but not least, because it is the right thing to do.

Darlene Nichols Librarian for Diversity and Inclusion
Approved by the Library Executive Council, January 2013

1 Page, S.E. (2007). *The Difference, How the power of diversity creates better groups, firms, schools, and societies*. Princeton, NJ: Princeton University Press, p. 322. 2 Gurin, P., Dey, E.L., Hurtado, S., & Gurin, G. (2002). *Diversity and higher education: Theory and impact on educational outcomes*. *Harvard Educational Review*. 72(3), p. 351. 3 *The Gallup Organization*. (2005). *Employee discrimination in the workplace*. Washington, D.C.: The Gallup Organization, p. 10.

Appendix C

Additional Statements of Commitment to Inclusion, Diversity, Equity and Inclusion

U-M Library Services for Patrons With Disabilities

The U-M Library is committed to providing equal access to information and services to all students, faculty and staff members. Resources are available to help patrons with disabilities access, retrieve and use library materials. Patrons may ask for assistance at any library service desk. Available services include;

- Digitized material
- Document delivery
- Adaptive technology
- Physically accessible spaces

Library Information Technology Developer Guidelines

- We vet our user interfaces to ensure that they are accessible and thoughtfully designed to meet the needs of users.
- We are conscious of the legal requirements and rights of our users, the Library, and the University.

Library Information Technology Website Accessibility Policy

Any new website or any significant updates to existing websites will run through a unified evaluation process to make sure they meet our accessibility requirements.

University of Michigan Press Accessibility Statement

The U-M Press is committed to making its publications and electronic media accessible to the broadest possible audience. This commitment is firmly in line with our mission statement and University of Michigan accessibility guidelines. Our current initiatives to support accessibility include:

- Services for users with print disabilities
- Endorsement of [The Society for Disability Studies](#) accessible publishing guidelines
- Feedback on accessibility
- Ongoing testing and remediation
- E-Book Accessibility Task Force

Emergent Research Working Group Commitment to Inclusive Speakers

The University of Michigan Library is strongly committed to diversity, equity and the free expression of ideas. In alignment with the [American Library Association Statement of Appropriate Conduct](#), speakers are asked to frame discussions as openly and inclusively as possible and to be aware of how language or images may be perceived by others.



Equity, Diversity and Inclusion Definitions

Source: The American Library Association (ALA) Committee on Diversity Report
2017 Annual Conference — Chicago, Illinois

The Committee on Diversity thanks the affiliated round tables, ethnic affiliates, the Equity, Diversity and Inclusion Implementation Working Group, the Office of Diversity Literacy and Outreach Services Advisory Committee, and staff for their commitment, assistance, and hard work as we labor together to advance the principles of equity, diversity, and inclusion.

Equity

Equity is not the same as formal equality. Formal equality implies sameness. Equity, on the other hand, assumes difference and takes difference into account to ensure a fair process and, ultimately, a fair (or equitable) outcome. Equity recognizes that some groups were (and are) disadvantaged in accessing educational and employment opportunities and are, therefore, underrepresented or marginalized in many organizations and institutions. The effects of that exclusion often linger systemically within organizational policies, practices and procedures. Equity, therefore, means increasing diversity by ameliorating conditions of disadvantaged groups.

Diversity

Diversity can be defined as the sum of the ways that people are both alike and different. Visible diversity is generally those things we cannot change and are external. However, diversity goes beyond this to what we call 'invisible' diversity. Invisible diversity includes those attributes that are not readily seen. So, when we recognize, value, and embrace diversity, we are recognizing, valuing, and embracing the uniqueness of each individual.

Inclusion

Inclusion means an environment in which all individuals are treated fairly and respectfully; are valued for their distinctive skills, experiences, and perspectives; have equal access to resources and opportunities; and can contribute fully to the organization's success.

Appendix E

Summary of DEIA Goal Attainment in Academic Year 2017

Recruitment, Development and Retention

The Sharing Across One Library Team

A team of library staff members and Librarians organized over the course of the year to challenge the U-M Library to adopt a more “one-library” culture and climate. The goal of Sharing Across One Library is to offer scheduled opportunities where participants learn about what their colleagues in the Library do. These opportunities are professional development opportunities for presenters who are welcomed to do some public speaking, make a poster or write about their work. This program also seeks to foster collaboration by providing networking opportunities in an effort to build community across the Library in the spirit of the One Library concept. In addition, the program seeks to showcase the diverse work and people who do that work across our organization. This program reaches out to everyone in the Library community with a particular emphasis on new staff. It is open for all employees to participate. Efforts have, so far, included:

- Presentations and Workshops with Sr. Managers, Librarian’s Forum and Staff Forum
- Sharefest - posters and lightning talks to let co-workers learn more about each other’s work
- Space Share - opportunities to see where and how co-workers do their work
- Speed Share - like speed dating but for helping co-workers get to know each other
- One Library Features - newsletter article series

Salary Retention Program

With funding from the Provost, the Library Human Resources team took the lead on researching and implementing a \$150,000 salary retention program across the library. This program used equitable practice to right-size salaries for Librarians and library staff based on critical skill retention and response to market pressures.

U-M All Staff Climate Survey

The library had a 64% participation in the all staff, all campus climate survey. To make participation in the survey more accessible, there were 2 two-hour open computer lab sessions scheduled in coordination with the three shifts that staff members work. This allowed library staff an opportunity to access the survey with a fellow staff member in the room to help as needed. This also allowed staff members who may not have easy access to a computer or those who prefer not to use their own computer to take the survey beyond these barriers. The Staff Forum Board and the Library Diversity Council hosted these events and actively promoted the survey to all staff members within the library.

Employee Rewards Program

Rewards Program Coordinators from all divisions began meeting in December to review the effectiveness of the Rewards Program over the past 2 years. As a result of this review, the group forwarded several recommendations to the library executive council which were all embraced and implemented for the 2018 Academic Year. Issues of equity were addressed and the program budget was increased by 75% to \$70,000.

Partnership with Rackham’s humanities diversity recruiting efforts

The U-M Library Humanities Emerging Research Scholars Program (MICHHERS) continues to support this program by providing librarian mentorship and research guidance to students recruited into this program.

Recruitment Project Review Team

The team, made up of library staff from all divisions of the library, met through 2016 and into 2017 to assess current recruitment practices, gather baseline data, brainstorm improvement ideas, and create a proposal for improvement. Members of the team presented our recruitment and assessment proposal to the Library Executive Council on March 6, 2017. Improvement recommendations include;

- Creating a candidate centered process
- Ensuring DEI related training for search committees and hiring managers
- Clarifying roles and responsibilities of everyone involved in the process
- Establishing templates to help offset the influence of bias
- Creating sample text for hiring managers to use in job postings

Resident Librarian Program

The U-M Library has joined the Association of College and Research Libraries Diversity Alliance and will welcome 3 Resident Librarians in the fall of 2017. The Diversity Alliance is intended to increase the hiring pipeline of qualified, talented individuals from underrepresented racial and ethnic groups. The U-M Library joins the ranks of several academic libraries in recruiting recent graduates or early career professionals into a three-year experience that helps to prepare them for leadership in the profession of librarianship. The U-M Resident Librarian will engage with several units of the library, actively support a number of library initiatives and contribute to the profession through a capstone project.

Diversity Celebration & Awards

Library Diversity Council hosted the annual diversity celebration this year to the theme; Retrofuturism. About 65 library employees gathered to mingle and celebrate this year's diversity award winners;

- **Erin Davis** - in recognition of her work on MoSAIC (Movies, Supper And Insightful Conversation)
- **Meghan Musolff & Bill Dueber** - recognizing their creation and management of the LIT Tech Diversity Reading Club

Implicit Bias Follow Up Training

Librarian, **Darlene Nichols** completed training to be a campus-wide implicit bias training facilitator. These trainings are promoted across the library. In addition, a follow-up to this training was developed and launched this year in the form of an Implicit Bias Jeopardy game.

The IDEA Lab

The Library IDEA (Inclusion, Diversity, Equity, Accessibility) program has continued this year with monthly presentations given by 3-4 library employees. In an attempt to diversify the format of IDEA sessions, The IDEA Lab was piloted and launched this year. The IDEA Lab provides a guided experience encouraging library employees to share parts of their stories with each other using a series of liberating structures.

Michigan Works Summer Youth Program

The operations division of the library partnered with Michigan Works Summer Youth program by providing temporary positions over the summers of 2016 and 2017. The library joined the Michigan Works county-wide program as an employer prior to it becoming an initiative promoted by the U-M Poverty Solutions priority. It is the intention of the operations division to expand on this partnership by creating one or more entry level open-ended positions (not just summer jobs) which will be targeted for recruitment to young people who went through the Michigan Works program.

Education and Scholarship

Ibram Kendi support and follow-up event

The U-M Library served as a co-sponsor, partnering with U-M Residence Life to bring author Ibram Kendi to campus to promote his book, "Stamped from the Beginning: The Definitive History of Racist Ideas in America". In addition to serving as a co-sponsor, the Library placed one copy of the book on reserve at the Askwith Media Library, one copy at AAEL for a four hour loan and made an ebook version available through Mirlyn. As a follow up to the author's visit, the Library Diversity Council hosted a reflective discussion open to all library employees.

The Quito Project & Textbooks for Change

The U-M Library collaborated with coordinators of these two non-profit student groups to collect items that help students in other parts of the world. U-M Quito Project collects school supplies for a school in Ecuador and the Textbooks for Change group collects textbooks to send to East Africa.

New Research Guide for Michigan Medicine Faculty

Taubman Health Sciences Library informationists began the construction of a research guide specifically providing DEI&A resources to the health sciences campus. The intention of this guide is not to replicate existing resources or research guides but to provide resources in a relevant way to health sciences schools for teaching, research, and collaboration.

Data Rescue

Coordinated through the Shapiro Library Design Lab, the U-M Library hosted two government data rescue events during Endangered Data Week. **Justin Schell**, Associate Librarian in Connected Scholarship, continues to be actively involved in efforts to preserve government data, for current projects and for future generations of historians. These and many additional efforts are mentioned in [an April, 2017 article from the American Historical Association](#). The U-M Library data rescue efforts were also [the subject of an NPR story](#) in January.

Enriching Scholarship 2017

The Teaching and Technology Collaborative within the U-M Library hosts the Enriching Scholarship (ES) event each year for the past 20 years. ES is a week filled with over one hundred free workshops, discussions, and seminars for instructional faculty and staff. ES showcases best practices, wicked problems, and provides opportunities to foster communities of interest across campus. This year, there was a clear focus on DEI&A as the keynote address was delivered by U-M Professor Scott Page examining the interaction between advancing technologies, our increasingly diverse University community, and the growing complexity and interdisciplinarity of our academic work.

Africa-China Conference 2017

The U-M Library hosted parts of the conference this year. This conference brings together leading scholars and practitioners to examine the political, economic, environmental, and cultural implications of 21st century China-Africa relations. Panels include: Natural Resources and the Environment, Economics and Infrastructure, and Techno-Politics and Spaces of Engagement. The film "China Remix" was screened as a part of the conference.

Research Data Services Increases Access to Hidden Collections

The library Research Data Services unit has facilitated several deposits to [Deep Blue Data](#). Some data sets of particular interest to DEIA are: [European Folk Costumes Excel Spreadsheet and Access Database](#), and [Neighborhood Effects : Community Characteristics and Health in Metropolitan Detroit](#).

Data sets were deposited from disciplines all over campus:

- 37 from Social Sciences
- 25 from Science
- 15 from the Health Sciences
- 14 from Engineering
- 6 from the Humanities
- 3 from "other" (no discipline was selected)

Social Justice: Equity in Action

Library Diversity Council and the Emergent Research group co-hosted a conversation about how to address the disparities in the quality of education in different communities. This "fishbowl" event brought participants closer to presenters, encouraging close observation, active listening, and broad participation. Presenters include: Ebony Elizabeth Thomas, assistant professor in the Graduate School of Education at the University of Pennsylvania; Cheyenne Turner, community support specialist in the Children's Services Department at the Washtenaw Youth Detention Center; Benjamin Edmondson, superintendent at Ypsilanti Community Schools; and Shari Saunders, professor and associate dean at the U-M School of Education

Latin American Studies Conference: Connecting Collections to Teaching and Learning

The U-M Library hosted this conference as a way to discuss how librarians' and faculty's teaching practice can build a bridge between library collections, librarians, faculty and students. The conference featured workshops and panel discussion sessions as well as a keynote address by U-M professor Kenneth Mills. This conference is a Seminar on the Acquisition of Latin American Library Materials (SALAM) sponsored event.

Dancing East Asia: Conference and Exhibition

The U-M Library hosted this conference which examines the moving body as a medium of artistic experimentation, cultural exchange, and political activism in East Asia. Invited scholars from Asia, Europe, and North America will present new research on dance in the East Asian region, including China, Japan, North and South Korea, Taiwan, and Hong Kong.

Slavery and Children's Stories: Implications for Schooling and Society

Dr. Ebony Elizabeth Thomas, University of Pennsylvania, is conducting empirical, digital, and archival research for a pedagogical monograph about traumatic historical events such as slavery and the teaching of literature to children. While atrocity in general will be considered, her work deals with the specific context of US enslavement, how it is represented in children's stories, and what the resultant implications are for schooling and society.

Art + Feminism Wikipedia Edit-a-thon

Hosted by the Shapiro Design Lab team, the U-M Library offered an all-day communal workshop focused on updating Wikipedia entries on subjects related to art and feminism. The lab provided tutorials for the beginner Wikipedian, reference materials, and refreshments.

CRLT Grant to Create an Inclusive Library Teaching Group

Stephanie Rosen, Library Accessibility Specialist was awarded a CRLT Faculty Communities for Inclusive Teaching grant. With these resources, she and colleague Melissa Gomis, were able to start a support and ideas group for teaching librarians.

Student Engagement Mini Grants

The following student research projects with DEIA focus were awarded mini grants for the 2017 Academic Year.

- HIV Prevention and Black Women's Health in Detroit, MI

- Chicanos of La Raza: Minority Involvement in 3rd Party Politics
- UNITE: Identifying services for victims of human Trafficking and Exploitation
- Mentality Magazine
- What We Carried: A Glimpse into the Refugee Crisis
- Is transportation a determinant of health? Stories from Detroit
- Serving with Pride: Expanding Nondiscriminatory Service Providers for LGBT Older Adults
- "Religion, Gender, and Sexuality: A Study of Intersectionality Among Muslim American Populations."
- Understanding the Development of Multicultural Identities
- Find Your Ditto: A mobile platform connecting individuals living with the same chronic illness locally for on-demand, in-person peer support

A Conversation with Economist Dean Baker

The U-M Library collaborated with Progressives at the University of Michigan, a registered student organization, to host this event. Dean Baker, co-director of the Center for Economic and Policy Research lead the audience in an informative discussion of his latest book: *Rigged: How Globalization and the Rules of the Modern Economy Were Structured to Make the Rich Richer*.

Islamic Traditions of Papermaking in India

Papermaker and letterpress printer Radha Pandey gives a lecture focused on the history and contemporary legacy of papermaking in India followed by a papermaking demonstration featuring traditional Islamic methods she has studied. *Presented by the University of Michigan Library (Special Collections Library and Department of Preservation & Conservation) and the University of Michigan History of Art Department with additional support from the Center for South Asian Studies.*

Instruction Steering Committee Projects

Projects related to inclusive teaching included:

- Provided articles and resources to library instructors from CRLT and the Provost's Liaisons for Inclusive Teaching group.
- The library Accessibility Specialist offered observations with feedback for library instructors who want an evaluation of their classroom teaching.
- Several workshops on inclusive teaching practices were offered. These workshops were open to anyone in the library.
- Developed an Inclusive Instruction Toolkit. Following up on the launch of the Inclusive Instruction Toolkit, we feature a tip from the toolkit each week in our newsletter to keep instructors thinking about how to evaluate and improve the accessibility and inclusiveness of their teaching and presentations..
- In addition to adopting more inclusive classroom strategies, we are improving our instruction request procedure so we can learn of necessary student accommodations before we offer a class instruction session. We developed standard language for library instructors to communicate with faculty about student needs.

Shapiro Design Lab Residency

The establishment of the Shapiro Design Lab Residency as a learning community is focused on diverse perspectives and expertise enabling new interdisciplinary work, with a multi-generational composition of librarians, graduate students, and undergraduate students.

Culturally Sensitive Conservation

Conservators **Marieka Kaye** and **Aisha Wahab** assembled information for the American Institute for Conservation Wiki in the Non-Western Book Conservation section: http://www.conservation-wiki.com/wiki/Non-Western_Bookbinding_Structures_and_Their_Conservation. Marieka initiated a new section of the of the Wiki called Culturally Sensitive Treatments and started a section on East Asian bindings: http://www.conservation-wiki.com/wiki/BPG_Culturally_Sensitive_Treatment. The purpose of these communal resources is to help Western-trained book conservators better understand the context of books produced in other cultures and avoid inadvertent damage to cultural values inherent in the physical object. Conservators are already eagerly making use of and contributing to this Wiki.

Librarians Visit Fudan and Shanghai Jiaotong Universities in China

Librarians Elaine Westbrooks, Jake Carlson, Dawn Lawson, Beau Case, Whitney Townsend, and Liangyu Fu met with librarians and officials of Fudan University and Shanghai Jiaotong University (SJTU) in October, 2016. In May 2017 a further visit included Dean of Libraries James Hilton and Editorial Director of Michigan Publishing Mary Francis. These UM librarians learned about higher education and the operations of academic research libraries in China. In addition, they learned about Chinese history, cuisine, language, healthcare, and society firsthand and made progress towards these potential joint initiatives:

1. Librarian exchange programs with Fudan & SJTU
2. Potential memberships such as joining Fudan's Chinese Social Life Collection and the China Academic Library and Information System (CALIS) as well as the prospect of Fudan and SJTU joining HathiTrust.
3. Discuss potential collaborations between U-M Press and the UPs of Fudan and SJTU
4. Begin discussions to co-host a conference between U-M Library and Fudan Libraries

Library bonding with an elementary school in Pueblo, Colorado

An interesting request came through "Ask a Librarian" from a physical education teacher at an elementary school in Pueblo, Colorado. The teacher, Naomi, asked whether the University of Michigan would consider collaborating with her school and sort of adopt her students so that our university could be a source of inspiration and encouragement to them. She wrote: " I have about 310 students because I teach the entire school (PE). I realize that is a lot; however, if you are at liberty to help encourage the students through U-M t-shirts, pennants, pens, pins, lanyards or anything to help keep them thinking BLUE. I can give them out for incentives to select students and for our student of the month. Regardless, I am looking forward to this collaboration and common vision that we want our students to be "the Leaders and the Best" in hope they will see U of M in their future and carry on that vision." Naomi continued to explain that 93% of Baca Elementary population are Hispanic. They have many students who have lived or have family who currently live in Mexico. About 1/3 or more of the students are bilingual, speaking both English and Spanish, although there are a few students who only speak Spanish. The Librarians and staff of the Taubman Health Sciences Library have been sending U-M "swag" to Naomi along with encouragement.

Diverse, Inclusive and Equitable Metadata: Webinar Instruction

The Library Diversity Council hosted a two session professional development webinar from the Association for Library Collections & Technical Services. Several Librarians and library staff members attended the sessions covering the following content;

- Digital Project as Community Outreach: A New Way of Approaching Metadata
- Doing Justice to the Humanities: Increasing Inclusivity with More Specific Subject Description
- Towards Counter-Cultural Competencies: Mutual Metadata Creation and the Zine Union Catalog Project
- We Don't Use Those Words Anymore: Describing Yesterday's News Today

Inclusion, Equity and Accessibility

Safe Space Dialogues

The Safe Space Dialogue special interest group was formed this year with about 14 members from across the library. The group hosted 5 safe space dialogues for the library community this year with 2-3 sessions offered per dialogue. Safe space dialogue topics included reactions to the 2016 presidential election and reactions to incidents of hate-based harassment on the U-M campus.

Ally Training from the U-M Spectrum Center

Sponsored by the Library Diversity Council, the University of Michigan Spectrum Center conducted Ally Training for 20 librarians and library staff. This training allows participants the space to grow in their personal awareness, knowledge, skills, and ability to take action through the lens of gender, attractiveness, and sexual orientation.

A Line We Can Cross: A Symposium on Immigration and Refugees

The U-M Library hosts as the Call for Humanity facilitates a discussion on the current climate of refugee resettlement and immigration in the United States. Community professionals, student organizations, and students talk about the effects of the travel ban and the needs of those affected around the world.

MoSAIC (Movies, Supper And Insightful Conversation)

MoSAIC hosted viewings and discussion of several movies this year including “Loving”, “Get Out” and “Wonder Woman”.

Generation One: The Search for Black Wealth

Sponsored by Multi-Ethnic Student Affairs (MESA) and hosted at the U-M Library as a part of Black History Month, this documentary acknowledges the lack of generational wealth in the African American community. The film looks at numbers, giving historical context to early wealth creation in the Black community and tapping the nation's top financial experts to weigh in not only on how Blacks fell behind, but strategies families can implement to begin building a strong financial legacy for future generations.

The Gender Leadership Gap: Barriers and Bias in the Academy and Beyond

Hosted by the Emergent Research group of the U-M Library, Kevin Miller, Senior Researcher at the American Association of University Women (AAUW), reviews statistical information and research on the gender leadership gap with a focus on issues facing women in the academy.

The Library Is Not Always Silent

Led by Librarian, Amanda Peters, library student ambassadors created and implemented a pop-up event in the Shapiro lobby. Students visiting the library were invited to write messages of support to U-M International Students on post-it notes and post them on library windows.

Toward an Intellectual History of Black Woman

The library hosts as a panel of U-M faculty members – Martha S. Jones, Megan Sweeney, and Tiya Miles – discuss the recent book, *Toward an Intellectual History of Black Women*. The book is a field-defining and innovative volume that addresses topics ranging from religion and slavery to the politicized and gendered reappraisal of the black female body in contemporary culture.

Michigan Publishing Ebook Accessibility Working Group

U-M Press' Ebook Accessibility Working Group continued to make progress towards increasing the accessibility of the Press' digital content and user experience. Over the course of FY17 the group, working with authors and Press editors, created 4 fully-accessible titles in the Press' Corporealities: Discourses of Disability Book Series. In addition to its work with accessible book, the Working Group also began working with its distributor, Chicago Distribution Center, to audit and make recommendations for the accessibility of its web shopping cart mechanism.

Library Accessibility web page

With the input of stakeholders across the library, we created the Library Accessibility web page, inserted a highly discoverable link to it from the lib.umich.edu website header, and created the lib.accessibility@umich.edu email group to respond to requests and user issues.

Describing Visual Resources Project

With support from the Samuel H. Kress Foundation Digital Resources Grant and leadership from accessibility specialist Stephanie Rosen, the U-M Library and Press organized a workshop of 30 national experts—from academic and museum publishing, art history and visual studies, disability studies and accessibility, and the cultural heritage fields—to advance the project of incorporating description into scholarly publications. The result was the [Describing Visual Resources Toolkit](#) that helps authors, publishers, editors, and arts organizations to understand how best to describe visual resources in arts and humanities publications.

Library E-Resources Accessibility

The Library improved its processes for soliciting and recording accessibility information at the time of licensing library e-resources (databases with access to electronic books, journals, and other media) in order to incorporate accessibility into decision making when possible. Accessibility Specialist Stephanie Rosen worked with the [Big Ten Academic Alliance Library E-Resource Accessibility Group](#) to share information, increase transparency, and incentivize vendors to develop more accessible products.

One Drop of Love; Dramatic Performance

Sponsored by the library MLK planning committee, this performance by UM graduate Fanshen Cox DiGiovanni was hosted in Mendelssohn Theatre and open to all. The show incorporates filmed images, photographs and animation to tell the story of how the notion of 'race' came to be in the United States and how it affects our most intimate relationships. One Drop of Love takes audiences from the 1700s to the present, to cities all over the U.S. and to West and East Africa, where Fanshen and her father spent time in search of their 'racial' roots.

Qur'an Plus: Holy Scripture and Its Creative Expressions

The library collaborated with the Islamic Studies Program to hosts this panel discussion intended to shed light on the range of cultural, visual, material and aural cultures that have emerged from and are associated with the Qur'an in various Islamic registers in different places and times.

All About Chinese Names - a workshop

Dawn Lawson, Head of the Asia Library, created and facilitated two workshops instructing library employees about the proper pronunciation of common Chinese names. It is anticipated that more names workshops will follow featuring more languages.

Your Social Justice Plan? - a workshop

Angelina Zaytsev, Collection Services Librarian with HathiTrust created and facilitated a workshop helping library employees determine their own personal social justice plan.

We Are All Part of the Diversity Puzzle: What's Your Piece?

Anna Schnitzer, Disability Issues and Outreach Librarian, represented the U-M Library and the Council for Disability Concerns at this DEI event hosted by the U-M Voices of the Staff.

Investing In Ability , 2016

Coordinated by **Anna Schnitzer**, Disability Issues and Outreach Librarian, several U-M Librarians and library staff pitch in to assist the U-M Council for Disability Concerns in planning the annual INVESTING IN ABILITY week. Events hosted by the U-M library included:

- The Athlete Experience: Panel Discussion exploring the intersection of athletics and disability
- Wretches and Jabberers, Film about two men with autism embark on a global quest to change attitudes about disability and intelligence.
- The Intersection between Diversity and Disability; Panel Discussion
- Dogs on the Diag - Service and Therapy Dogs meet U-M students
- Disability Justice; a panel of scholars
- Miya of the Quiet Strength (film)
- Diversity and Disability in Bollywood Films
- Reflections on Disability (lecture)

Emergent Research Series: "Identification Wars: How Research Can Put Today's Documentation Controversies in Context"

Invited speakers, Cassius Adair, PhD Candidate, English Language and Literature, and James Winn Graduate Fellow at the Institute for the Humanities addressed the library community. This talk uses three slices of archival text to explore how and why the relationship between government identification and U.S. citizens has changed over the last century. From early protests against licensing rural drivers, to the mysterious removal of race – but not gender – from IDs at mid-century, to flame wars about anonymity and transgender life on the early internet, disagreements about the role of the government in regulating citizen's identities are a recurring feature of modern U.S. life. In order to understand how "undocumented" became a powerful political term, or why Voter ID laws spark such intense debate, this research brings together an unlikely archive of minor "identification wars."

Accessibility Lunch in the Design Lab

Ben Howell, User Experience Specialist, and Justin Schell, Learning Design Specialist, hosted monthly sessions in the Shapiro Design Lab giving participants opportunities to explore solutions to everyday accessibility issues such as;

- Way-finding
- How to use a screenreader
- How to access a webpage without accessibility software
- Evaluating the accessibility of board games

Party for Your Mind!

Party for Your Mind is an annual student welcome event in the Shapiro Library. One of the most popular activities is a giant map of the globe. Students are invited to "pin" their hometown on the map to provide a visual idea of where U-M students are coming from - all around the planet.

Indian Musical Performance, Fine Arts Library

Featuring the talented students of U-M professor Nachiket Chanchani's performance class.

Mentality Magazine Launch Party

The library hosted this launch party to celebrate the second print edition of the magazine. *Mentality Magazine* is a student publication that aims to educate people about mental health, gender identity and sexuality, share personal stories of people who have had experiences with mental health, and report on mental health developments/news within the University of Michigan community.

Better Angels: Queer Lives and Intimacies on Campus, 1900-1960

This panel discussion, hosted by the U-M Library, explores making meaning of the experiences of queer-identified U-M students during the first half of the twentieth century. This panel – featuring Cassius Adair, Alex Chow, and David Hutchinson – addresses this question by exploring key moments and figures in U-M's queer history during the years spanning 1900-1960.

Desiree Cooper: Open Discussion

Ms. Cooper was awarded the 2017 Michigan Notable Book Award for her book, *Know the Mother*. *Know the Mother* is a heart-wrenching meditation on the archetype of the mother in all of her incarnations.

Islamophobia: Politics, Priorities and Prejudice in 2016

Hosted by the Hatcher Library, the Institute for Social Policy and Understanding (ISPU) offers data driven recommendations on how everyone, even those from marginalized communities, can be engaged in the political process, locally and nationally. This session provides empirical evidence on the opinions and policy priorities that can be used to respond to stereotypes of the American Muslim community; deconstruct the Islamophobia industry and understand how it's used as a legislative tactic; and preview ISPU's interactive Legislative Map.

A Sample of U-M Library Exhibits Promoting Equity, Inclusion and Accessibility, Academic Year 2017

- **Women in War: Wartime Posters of the Democratic Republic of Vietnam, 1955-1975**
This exhibit displays propaganda posters which demonstrate both the message that the Democratic Republic of Vietnam in Hanoi was sending to its people of the North as well as the major role women played in it.
- **Chinese Dance: National Movements in a Revolutionary Age, 1945-1965**
This exhibit introduces modern Chinese dance history through issues of ethnicity, nation, gender and class. The display features materials from U-M Library's Asia Library, the largest resource of materials for Chinese dance research in North America. Materials on display include photographs, performance programs, archival materials, books & videos.
- **Photographic Multiculturalism - Understanding the Development of Multicultural Identities**
In this project, Library Mini-Grant recipient Shima Sadaghivana seeks to shed light on factors which contribute to an individual's sense of Bicultural Identity Integration.
- **Humanize the Numbers: An Art Presentation by the RC Arts 385 Class**
As heard on Michigan Radio! Students in the LSA course RC Arts 385 worked with the Prison Creative Arts Project on this photography exhibit. PCAP brings those impacted by the justice system and members of University of Michigan community into artistic collaboration for mutual learning and growth.

- **What We Carried: A Glimpse into the Refugee Crisis**
This exhibit was designed by the student organization Michigan Refugee Assistance Program (MRAP) and provides a peek into the refugee experience through the items refugees brought with them on their journey to the U.S. The exhibit is presented in photography.
- **Jewish Scholarly and Cultural Life at Michigan across Two Centuries**
This exhibit chronicles Jewish life and Judaic studies at U-M. On display, among other objects, are Hebrew grammars that once belonged to John Monteith, first president of the University in 1817 and documents relating to the inauguration of Judaic studies in 1972.
- **The Student Experience: Flappers, Mappers and the Fight for Equality on Campus**
This exhibit featured protest posters from the library Labadie Collection. The posters explore the rise of diversity and the fight for equality on campus in the 1920's.
- **Native American Heritage Month Digital Exhibit**
A collection of images featured on the digital display boards in the Shapiro lobby.
- **World AIDS Day Exhibit**
This exhibit was created by the U-M Spectrum center featuring information on World AIDS day, the importance of knowing your HIV status and information on getting tested. The display was exhibited in the Shapiro library for a week.
- **Coming Out Day Exhibit**
This exhibit on the Shapiro lobby screens featured LGBTQ+ information and U-M and local resources.
- **LGBTQ+ Pride Month Exhibit**
Curated by **Meredith Kahn**, Women's Studies & Open Access Librarian, this exhibit was on the Shapiro Library screens and in the Shapiro lobby for just over 4 weeks. The exhibit was a collaboration with the U-M Spectrum Center and featured items from the U-M Library collections, local and national resources and statistics about LGBTQ+ populations.

Service and Leadership

U-M LSA Diversity Scholars Network

Karen Downing, Education Librarian, was inducted into The Diversity Scholars Network. The network fosters an interdisciplinary multi-institutional community of scholars to strengthen research about diversity, equity and inclusion and address issues in education and society. Members of the Network are identified for their commitment and contribution to [diversity research and scholarship](#). The National Center for Institutional Diversity (NCID) supports and connects the shared knowledge by providing opportunities for research and dissemination across the academy and beyond.

National Conference on Race and Ethnicity (NCORE)

Charles Ransom, Multicultural Librarian, presented on the U-M Diversity Strategic Planning process at the conference.

National Center for Institutional Diversity (NCID) New Leadership Academy

Jeff Witt, Diversity and Inclusion Specialist, was inducted into the New Leaders Academy. The National Center for Institutional [Diversity](#) (NCID) is based at the University of Michigan, and seeks to strengthen and integrate research about diversity, equity, and inclusion in education and society, and to promote its effective use in addressing [contemporary issues](#).

American Library Association (ALA) Recognition

Angie Oehrli received the 2017 ALA Library Instruction Round Table's Librarian Recognition Award, which celebrates outstanding achievement in the development, advancement and support of information literacy.

International Service Award

Gurpreet Rana was awarded the Medical Library Association's T. Mark Hodges International Service Award which honors outstanding individual achievement in promoting, enabling and improving the quality of health information internationally.

The Joint Council of Librarians of Color

Alexandra Rivera represented the Joint Council of Librarians of Color at a symposium sponsored by the National Digital Stewardship Residency program in Washington, D.C. to share her expertise in developing standardization guidelines for the residency model of digital stewardship education.

Association of Research Libraries Initiative to Recruit a Diverse Workforce

Gurpreet Rana, Global Health Coordinator with the Taubman Health Sciences Library was recruited to serve as a mentor in this national program; [Initiative to Recruit a Diverse Workforce \(IRDW\) program](#).

Poetry Reflecting on the Orlando Shootings

Taubman informationist **Patricia F. Anderson** wrote a poem, "Our Lady of Love Lost", that was included in an [online collection of poetry](#) reflecting on the Orlando Pulse nightclub shootings.

Accessible Service Areas

The Operations division of the library replaced the Hatcher South Lobby service desk with an accessible desk to better serve and accommodate users and staff. The library also collaborated with Services for Students with Disabilities on creating more accessible spaces including new tutoring space, improved carrel space and access to spaces in general.

Michigan Service Hub

Richard Adler, coordinator for the Michigan Service Hub, which is a project devoted to sharing collections from Michigan cultural institutions with the [Digital Public Library of America](#) (DPLA). The objective is to present as wide and diverse a representation of the state of Michigan as possible, including all of its various cultures and communities. As of the end of the 2017 academic year, U-M Library has discovered and shared over 137,000 records with the DPLA.

U-M Distinguished Diversity Leader Award

Taubman informationist **Patricia F. Anderson** was selected as a recipient of the 8th annual Distinguished Diversity Leader Award (DDLA). The DDLA was established to recognize University leaders who promote diversity and who work to achieve an inclusive working environment. Patricia's nomination letter highlighted many of her diversity-related projects and initiatives, including:

- coordination of a Maker Faire dedicated to health issues and funded by a Global Challenges grant from the U-M Provost
- a Pinterest site providing information on how to access books in electronic format online, described by a nominator as "a necessity for many people with disabilities"
- the recent film series and related activities (part of Investing in Ability) "covering not only a range of disability types but also intersection with depiction of people of color, LGBT individuals, and people from a range of international cultures".
- Live blogging [of events] so that individuals who cannot attend in person or need an alternative presentation format have what they need".

The Michigan Daily Spotlight Feature on Native American Representation

Jasmine Pawlicki, User Services and Reserves Assistant works with the Native American Student Association as an alum. She also advocates for Native American representation in her work w/ the Library, such as the collaboration on the Native American Heritage Month digital display. She was interviewed by the Daily about Native American representation at U-M in the article; [Two Centuries Later: Native American representation on campus](#).

English for Academic Purposes Textbook Program

The English Language Teaching division of Michigan Publishing / University of Michigan Press is a leader in publishing affordable instructional material for international students in higher education institutions. In particular, its English for Academic Purposes products are used by a high percentage of the Research 1 institutions in North America. These materials provide the support to ensure academic success for the first-generation and international students. **Kelly Sippell**, Director of English Language Teaching at U-M Press, was selected to present at the TESOL 2017 International Convention. She presented an overview of the research underpinning M-Publishing's most successful books for international students worldwide.

American Library Association (ALA) Joint Council for Librarians of Color

Librarian **Alexandra Rivera** has served the ALA Joint Council for Librarians of Color Executive Board, as Vice President since December of 2015. In this role, she helps facilitate the work of the Executive Board in the establishment of this newly formed 501(c)3 in its role to serve as the fiduciary and governing body for future Joint Conference of Librarians of Color (JCLC) . She also serves as liaison to the JCLC Steering Committee and select sub-committees.

Chinese American Librarians Association

Helen Look, Librarian, participated in the Chinese American Librarians Association Leadership Program to identify retention and leadership advancement concerns for -Asian American librarians.

Asian/Pacific American Awards for Literature

Helen Look, Librarian, served as a Jury Chair for the Asian/Pacific American Awards for Literature, 2016-2017. The awards are to encourage and recognize diverse authors, which this year included a local U-M faculty member.

DEI Planning Presentation at MI Medicine

Jeff Witt, Diversity and Inclusion Specialist presented an overview of the DEI planning process to a group at the Patient Access and Financial Clearance unit of MI Medicine. The group is in the beginning stages of DEI planning and seek to learn with other U-M units have done.

Service and Space Philosophy

Following a 9-month study by Brightspot consulting group, the U-M Library leadership has developed a newly focused service and space philosophy that is decidedly more user-centered. The newly adopted service philosophy is;

We provide our community of scholars with a platform for discovery and serve as their valued partner through knowledge creation, application and communication.

The philosophy is supplemented by four principles for good service;

- **Make the experience seamless**; each touchpoint should connect for the user.
- **Create community**; a sense of inclusivity and belonging should be felt by all users.
- **Aim to delight**; design the service experience around user needs and values.
- **Empower staff**; give staff autonomy to proactively solve problems.

Appendix F

Goal Attainment and Achievements, Academic Year 2016

Recruitment, Development and Retention

Direct Employers Membership

In an effort to increase diversity in applicant pools, the U-M Library joined other campus units to fund a University membership with [Direct Employers](#).

Hiring Manager and Search Committee Training

The HR team increased interaction and training with hiring managers and search committees in an effort to eliminate unconscious bias in candidate assessment. Training programs included the U-M workshops on [Strategies and Tactics for Recruiting to Improve Diversity and Excellence](#) and internal consultations and training sessions.

Recruitment Improvement Team

A cross-functional recruitment improvement team was created in summer 2016 to assess current efforts and create a future state of the library recruitment process. This will continue into next year.

Onboarding Enhancements

New hire orientation session content continues to be refined to include relevant topics such as an overview of DEI&A opportunities and performance management. A new hire reception was added to encourage members of the library community to meet new hires. Members of the Executive Council, Staff and Librarians' Forums and Library Diversity Council are invited to attend. HR partners collaborated with supervisors to create individual onboarding plans for new hires to outline objectives and resources for training and development.

Rewarding Success Plan

This plan provides funds for rewarding employee success. Success can be recognized in a variety of ways including alignment with library strategic objectives, project contributions, leadership, enhancing organizational culture and special accomplishments.

Library Mentoring from the Ground Up by Davidson Hook

[A contribution](#) to the Library Lost and Found Blog touting the benefits of mentoring.

Goal Writing Workshops

The Diversity & Inclusion Specialist collaborated with the library HR team to offer several goal writing workshops over the year. Workshops were offered to the library community at large and customized to meet the needs of specific units.

Library Diversity Celebration & Diversity Award

The Library Diversity Council (LDC) held the Library Diversity Celebration on May 24th. The theme for the celebration was "A Day In The Life of The Library". There were over 200 library employees in attendance. Each year, the Library Diversity Council honors a colleague or group of colleagues within the library helping to foster the diverse environment we need and deserve. The 2016 winner was [Marna Michele Clowney-Robinson](#). Marna was recognized for the inclusive way in which she serves the students, faculty and staff of the music library.

Library Diversity Council (LDC) Events

LDC hosted several DEI&A focused events for library employees. Featured events include:

- U-M Diversity Summit Debrief — facilitated conversation reflecting on the diversity summit.
- *Marwencol* — film viewing and discussion
- *Including Samuel* — film viewing and discussion with the Council for Disability Concerns
- You-Tube Does Diversity — short video clips followed by facilitated conversation

Education & Scholarship

Disability Studies Scholar Published

One of the University of Michigan Press's leading books in 2016 was by Anne McGuire, a disability studies scholar based at University of Toronto. Titles *War on Autism: On the Cultural Logic of Normative Violence*, this book is a part of a long-standing series in disability studies and takes a critical look at autism awareness campaigns. An interview with the author is [available on the Press's blog](#). It was the first winner of the Tobin Siebers Prize for Disability Studies in the Humanities established by the U-M Library and the Department of English Language and Literature.

AUL Travels to Asia

Elaine Westbrooks, Associate University Librarian for Research spent seven weeks from September through November, 2015 traveling throughout Korea and China representing U-M and the U-M Library at the invitation of the Foreign Experts Program of Fudan University. During her trip, she visited several universities, museums and archives, made 17 presentations and attended over 20 meetings.

Identifying Cultural Bias in Cataloging

Bonnie Dede of Technical Services wrote an internal white paper to enhance awareness of ongoing cultural bias in subject analysis, classification, and descriptive cataloging. In the paper, Dede encourages catalogers to minimize the impact of bias in the following ways:

- Review literature on subject of cultural bias and share reviews.
- Establish forums for discussion to raise awareness related to cultural bias.
- Explore opportunities to include local and/or thesaurus headings for collections which do not have appropriate Library of Congress subject heading terms.

Michigan Library Scholars Summer 2015 Completed Projects

The Asia Library and International Studies unit support students each summer as they perform capstone projects with a global or international focus. Projects completed over summer 2015:

- **A Glimpse Into the World of International Studies**
A creative writing and literature major created [this supplemental website](#).
- **International, Regional, and National Data Sets**
These [statistical data sets](#) were added to library research guides.
- **Korean Studies in Western Language Resources**
A basic introduction to research methods in Korean Studies was created by an international studies / political science major.
- **The Philippines Digital Project**
An international studies / history major digitized key content from the American Historical Collection housed at the Rizal Library of Ateneo de Manila University.

Research Projects

Librarians and staff shared expertise with faculty and student researchers in the following projects:

- National Institute on Disability and Rehabilitation Research and the Department of Education spinal cord injury project to better understand role of technology in rehabilitation.
- “Enabling the Future” student project to provide print aide for those with disabilities.
- Providing technical expertise to capture and publish artifacts for the Pushke site.

Student Engagement Mini Grants

In its first year, [The Student Engagement Program](#) awarded 18 mini grants to students who propose innovative and collaborative projects that make a real-life impact. Awarded projects strengthen community partnerships, enhance global scholarship, and advocate for inclusion. Award winners are assigned a library mentor with subject matter expertise. 2015-2016 grant recipients include:

- **Transnational Solidarity for Peru: The Quipu Project**
This project documents testimonies speaking of the forced/coerced sterilization of people during the internal conflicts of Peru from 1980 to 2000.
- **Our Voices are not Forgotten**
This socially-engaged art project explores acts of storytelling and mask-making through the experiences of marginalized women in Detroit.
- **MuJew Alternative Spring Break**
This project is a collaboration with the Muslim Jewish Interfaith Dialogue Group and the Ginsberg Center to provide support to the [Mohawk Valley Resource Center for Refugees](#).
- **Violence & Voicelessness: Survivors of Intimate Partner Violence on College Campuses**
The purpose of this study is to learn from students enrolled in four Michigan universities who have experienced or currently experience intimate partner violence.
- **CARt**
CARt coordinates rides for low-income, low-vehicle access individuals to get to and from supermarkets, which are stocked with healthy, affordable food.
- **Proyecto Avance: Latino Mentoring Association (PALMA) Literacy Project**
This project will support tutors in Proyecto Avance, a free tutoring program for members of Washtenaw County's Latino community.
- **The Improvement of Healthcare in Guatemala Through Human-centered Design**
A team of students consider solutions to healthcare issues in rural Guatemalan clinics. They will use needs assessment, observations, interviews and literature review.
- **Leesta**
[Leesta](#) is an educational technology company that is answering the need for digital learning resources, diverse educational materials, and most importantly women’s representation in history.
- **Connection and Escape: Washtenaw Youth Center Library**
This project will promote literacy, learning, and creativity among incarcerated youth by updating the library of the Washtenaw Youth Detention Center.
- **University of Michigan Pretty Brown Girl Club: Dream Ball Celebration**
The UM Pretty Brown Girl Dream Ball Celebration is informed by the current work Dr. Rob Sellers and explores the power of celebration.
- **Cultural Heritage Across Time And Space: Oral Histories Of Tibetan Dance Artists**
This project is a study on the Tibetan cultural heritage from the perspective of Tibetan dance.
- **ADAPT (Applying Design to Advance Patient Treatment)**
Four students design functional, durable, and beautiful products for people using assistive devices.
- **Words Flying Through the Air: Tribal Radio as a Resource for Rural Reservation Residents**
This community-based research project explores the role of tribal radio in providing access to accurate, culturally relevant health information for rural American Indian reservation residents.

A Sample of Exhibits & Open Events Promoting Education & Scholarship; Academic Year 2016

- Author's Forum: Cherokee Rose
- The Quipu Project: Translate-a-thon
- Jon Onye Lockard: Celebrating His Life and Legacy, 1932-2015
- Maps of the Middle East: From Ancient to Modern
- Take Back the Archive: Advocacy by Design
- From Christianity to Islam: Egypt between Late Antiquity and the Early Middle Ages
- Intersections/Connections Exhibit
- The Road to Xanadu: Charting the Lost World
- Faculty Panel: Multiracialism Informing Academic Work

Inclusion, Equity & Accessibility

Wayfinding Team Created

The library's first Wayfinding Team is charged with improving user navigation in library physical spaces. The Wayfinding Team will use universal design as the prime guiding principle.

Accessibility Audits

Library Operations has committed to conducting accessibility audits of any new software we adopt to improve our services, in order to allow all users equal opportunity to use our spaces and services.

Researching Health Science DEI&A Initiatives

A core team of informationists engaged with each U-M Health Science school set out to discover and report on their DEI&A initiatives. Key findings are communicated via the report on health sciences' schools & UMHS diversity initiatives & strategic plans.

Inclusive Teaching Audits

The library's accessibility specialist, digital education librarian, and others experts collaborated with the library Instructor College Steering Committee and various library educators to identify opportunities to enhance inclusive teaching. Examples include:

- Language was added to the library instruction request form to ensure that library instructors are notified, before the session, of any needed student accommodations.
- Course materials for an online section of ALA 105 were reviewed and updated.
- Use of accessible e-learning tools was promoted. (e.g. Library Skills Challenge)

Reflection Room Created

At the encouragement of a library staff member, a Reflection Room was added on the fourth floor of the Hatcher Graduate Library.

Community Outreach

Numerous outreach efforts focused on diversity and inclusion. Some highlights include:

- Engagement with XPLore Engineering, MI Math and Science Scholars Camps, and WISE.
- Participated in the Bridge Scholars Campus Connections Program
- Taught workshops for the MPod Program at Washtenaw Community College

Cultural Bias in Subject Analysis, Classification, and Descriptive Cataloging

Several members of the Print Cataloging unit have been reading and writing reviews of articles in professional literature related to cultural bias in subject analysis, classification and bibliographic description. The team created a page on the library staff intranet to capture and share the reviews.

E-Book Accessibility Efforts

The Library E-Book Accessibility Task Force's work resulted in the University of Michigan Press' public endorsement of the [Society for Disability Studies Accessible Publishing Guidelines](#) in November 2015 – an endorsement that was covered by [Inside Higher Ed](#). An EBook Accessibility statement was developed along with [a commitment to accessibility](#).

DEI&A Positions Added

The Library shows a strong commitment to DEI&A by creating and filling four key positions:

- Diversity and Inclusion Specialist; Budget and Planning Division
- Accessibility Specialist; Learning and Teaching Division
- Front-End Architect and Accessibility Specialist; Library IT Division
- Accessibility Specialist in User Experience; Library IT Division

Safe Space Dialogues Begin

Safe Space Dialogues provide space and time for employees to explore and express their feelings and thoughts related to significant events that impact culture and human connectedness.

New Software Infrastructure Accessibility

In April 2015 The U-M Press received a three-year [grant from the Andrew W. Mellon Foundation](#) to build a new publishing platform optimized for the presentation of digital scholarship. Now called [Fulcrum](#), one of the design principles of this new software infrastructure is that publications presented on it should be accessible to partially sighted readers and those with varied learning styles.

Etiquette Training For Communicating With Individuals With Disabilities

The Operations Customer Service Team hosted a training for U-M Library operations staff focused on assisting and approaching patrons with accessibility needs. This training focuses on etiquette, communication tips, and best practices.

Film Viewing: “CODE: Debugging the Gender Gap”

This documentary film [“CODE: Debugging the Gender Gap”](#) is focused on challenges faced by women in IT and in the pipeline leading to careers in IT. The viewing was sponsored by the Library Information Technology division and the Library Diversity Council (LDC) and was promoted to the entire UM community. Following the viewing, there was a panel discussion to engage the audience.

New DEI&A Focused Programs for Library Employees

Beginning as library staff members' individual diversity goals, two diversity focused programs were launched this year. **MoSAIC** is a diversity-themed cinema club meeting to view films and hold informal conversations on the life meanings presented. **Pub Club** is a book discussion club which meets quarterly to discuss new, open access books published by the University of Michigan Press.

Michigan Library Document Delivery (MLDD) Inclusion Efforts

In an effort to improve the accessibility of online tools and content, the MLDD staff established a process to edit communications sent to patrons. The focus of this process has been to consider the experience of those who speak English as a second language and students with disabilities.

Research and Creative Projects Award: Image Description Guidelines for Publishing

This project was awarded this year and will be implemented during the 2016-2017 year. The objective is to develop guidelines for describing visual resources within scholarly electronic publications and has been funded by grants from both the Samuel H. Kress Foundation and the U-M Library Research and Creative Projects program. The resulting guidelines will fill a proven need and become an important reference as academic publishing continues to shift toward born-accessible content. **Project Director:** Stephanie Rosen

HathiTrust, NFB to Make 14M+ Books Accessible to Blind and Print-disabled Users

More than 14 million digital books are being made [available to blind and print-disabled users](#), thanks to a new collaboration of the [National Federation of the Blind](#) and the [HathiTrust Digital Library](#).

Emergent Research Working Group Commits to Inclusive Speakers

The University of Michigan Library is strongly committed to diversity, equity and the free expression of ideas. In alignment with the [American Library Association Statement of Appropriate Conduct](#), speakers are asked to frame discussions as openly and inclusively as possible and to be aware of how language or images may be perceived by others.

Gender and Gaming Symposium

Sponsored by the Library Diversity Council and the U-M School of Information, this day-long symposium provides a feminist look at the world of gaming. Speakers, events, exhibits and, of course, hands on gaming experiences aim to critically explore how gaming culture can impact broader social spheres, and indicate how gender relations in gaming can be improved going forward.

Arab and Muslim Stereotypes Over the Last Four Decades

An interview with Dr. Jack Shaheen.

Uplifting the Race: Visual Representation in Historical African-American Newspapers and the Practice of Digital Scholarship

Presentation by Librarian [Deirdre Spencer](#) at the 2015 Network Detroit conference.

Developing Inclusive Research Libraries for Patrons and Staff of All Abilities

2015 Publication by Librarians [Darlene Nichols](#) and [Anna Schnitzer](#).

A Sample of Exhibits and Publications Supporting Equity, Inclusion and Accessibility; 2016 Academic Year

- **Uplifting the Race: Visual Representation in Historical African-American Newspapers and the Practice of Digital Scholarship**
Presentation by Deirdre Spencer at the 2015 Network Detroit conference.
- **Developing Inclusive Research Libraries for Patrons and Staff of All Abilities**
2015 Publication by Darlene Nichols and Anna Schnitzer.
- **Missing Persons: Finding Multiracial Resources in a Monoracially-Organized Library World**
Presentation by Helen Look and Karen Downing at the LACUNY Institute 2016: Race Matters: Libraries, Racism, and Antiracism
- [Great Native American Chiefs, On-Line Exhibit](#)
- Lives of the Great Patriotic War: The Untold Story of Jewish Soviet Soldiers During WWII
- Plurality of Love - Poetry and Art in the Works of Cuban Artist Rolando Estévez
- [Michigan's LGBT Heritage, On-Line Exhibit](#)
- Crossing the Line: Multiracial Comedians
- Draw a Black Line Through It: On the Surveillance of Blackness
- Global Student Panel - International Students share their UM and Ann Arbor experiences

Service & Leadership

Challenging Patron Panel

The library Customer Service team hosted a Q&A panel, featuring Operations Managers and U-M Police Officers, with the goal of better training staff to approach difficult situations and challenging patrons in a sensitive but effective, customer-service friendly way.

E-Book Accessibility Task Force

The Publishing division of the Library formed a Task Force to assess e-book accessibility and advise on practices to create born-accessible content. Its immediate deliverables included implementing new guidelines and processes on [Corporealities: Discourses of Disability series](#) titles, with other titles being developed.

U-M Press Featured in Inside Higher Ed

On November 13, 2015, [Inside Higher Ed published a story entitled “The Right Thing to Do”](#) which recorded how disability studies scholars behind guidelines on accessibility in publishing had gained their first endorsement from the University of Michigan Press and compared our attitude to diversity, equity, and inclusion positively with other major publishers.

U-M Publishing at the 2016 Association of American University Press Annual Meeting

E-Book Accessibility Task Force co-chair Jon McGlone presented on the development of accessible ebooks and platforms; [“Accessibility is Accessible”](#).

Electronic Shopping Cart Audit

The E-Book Accessibility Task Force worked with Scott Williams of U-M’s Office of Institutional Equity to conduct an accessibility audit of the University of Chicago Press’s electronic shopping cart, which Michigan uses to transact business with customers. As a result of this audit, Chicago is incorporating the feedback into a redesign of the shopping cart service used by the 40+ publishers they serve.

Library Dean Recognized for Leadership

The Dean of the U-M Library, James Hilton [Receives EDUCAUSE 2015 Leadership Award](#).

AUL Serves on Association Diversity Committee

Jane Blumenthal, Associate University Librarian and Director of the Taubman Health Sciences Library serves as a member of the diversity committee for the Council of Faculty and Academic Societies of The Association of American Medical Colleges and has begun working on a diversity committee proposal for the Association of Academic Health Sciences Libraries.

Leadership in Global Health

Gurpreet Kaur Rana, Global Health Coordinator at the Taubman Health Sciences Library has been collaborating with the U-M Center for International Reproductive Health Training (CIRHT). CIRHT's mission is to improve women's health care and maternal mortality by enhancing reproductive health in medical education and training, patient care and research in LMIC countries. Additional detail can be found on the [CIRHT website](#) and in the U-M Record article [Former Ethiopia Hospital CEO to Lead Global Women's Health Center](#). Taubman Library's contribution to the CIRHT initiative begins by identifying information skills capacity building opportunities in Ethiopian medical education and research and investigating opportunities to integrate of evidence-based information skills instruction within cultural and clinical context in this low resource setting.

Library Diversity Specialist Working with Ithaka S+R

The Andrew W. Mellon Foundation has asked [Ithaka S+R](#) to take on a project to explore diversity, equity, and inclusiveness issues in the academic library community. The research will be conducted on an aggressive timeline so that findings can be reported in fall 2016. Jeff Witt, U-M Library Diversity and Inclusion Specialist, serves on the advisory committee for this project.

U-M Council for Disability Concerns Recognition

Colin Fulton, Library IT, has been selected to receive a Certificate of Appreciation from the James T. Neubacher Award Committee of the U-M Council for Disability Concerns for contributions in the realm of innovative, accessible web development and design.

Association of Research Libraries (ARL) Contribution

ARL has published a 2016 article highlighting [what ARL member libraries are doing to advance diversity, inclusion and equality](#). The U-M Library is a featured contributor.

U-M Librarians Serve As Guest Lecturers

Karen Downing and Alexandra Rivera taught (by invitation) two online class sessions for the University of Arizona School of Information on diversity for the Collections Management course and Leadership and the Information Organization course. (February and March 2016)

National Diversity in Libraries Conference, 2016

Five library employees attended this year's conference, with three taking on key leadership role

- **Colin Fulton** - Front-end Architect and Accessibility Specialist, Library IT
Presented; Web Design: Principles of Accessibility, Overview of Tools
- **Stephanie Rosen** - Accessibility Specialist
Served on the pre-conference planning committee and provided the welcome lecture.
Presented; Customer Service: Etiquette and Effective Communication
- **Jeff Witt** - Diversity and Inclusion Specialist
Served on the pre-conference planning committee.
- **Dawn Lawson** - Head of the Asia Library
- **Jocilyn Wagner** - Co-Chair of the Library Diversity Council