

Indiana University Libraries Diversity Strategic Plan
Indiana University – Bloomington
Fall 2016

The [mission of the Indiana University Libraries](#) “is to support and strengthen teaching, learning, and research by providing the collections, partnerships, services, and environments that lead to intellectual discovery for students and faculty.” The resources and staff of the Libraries must be diverse in order to serve not only the university, but the state, the nation, and the world. At present, the Bloomington Libraries’ collections include more than 7.8 million print and digital books and 60,000 electronic journals in more than 400 languages; 7.5 million manuscripts; 18,000 cubic feet of university archives; 160,000 online images, texts, and manuscripts; and over 100,000 films. The Libraries’ staff of over 300 includes librarians, archivists, editors, technologists, and others work daily to connect the Indiana University community to the world’s knowledge, and to guide researchers worldwide to Indiana University’s scholarly output and the Libraries’ collections. The IU Libraries commits to being self-critically aware – as individuals and an organization – of the world’s diversity and complexity, in order to be an open gateway and effective nexus for people and information.

Values of the Indiana University Libraries

Diversity is necessary for direct engagement with different viewpoints, experiences, and knowledge. Diversity is therefore essential to the intellectual vitality of the university. The IU Libraries has a long-standing commitment to the recruitment and retention of a diverse workforce and to the promotion of an environment where respect, equity, and inclusion are valued. This commitment is affirmed in the first and second foundational values of the *IU Libraries Strategic Plan, 2016-2020*. The first foundational value states, "IU Libraries esteems

diversity of all kinds, building collections and collaborations to support students from diverse socio-economic backgrounds and foster a global, diverse, inclusive community of excellent students, scholars and teachers. In addition, the Libraries commits to diversifying its own staff to reflect a diversity of perspectives and backgrounds."

Libraries and librarians are committed to diversity as a foundational value. Diversity goes to the heart of who we are and what we do: a profession that serves everybody. As a profession, we are accordingly committed to the American Library Association's goal of "recruiting people of color and people with disabilities to the profession and to the promotion and development of library collections and services for all people." As an organization, the IU Libraries is committed to supporting the campus and university strategic plans to foster interdisciplinary, cross-unit collaborations and engagement with grand challenges. Our work encompasses all disciplines and supports all research at Indiana University. In order to succeed in our mission, the Libraries' staff must represent diverse social and cultural backgrounds and skills to best leverage the scope and depth of the Libraries' resources and collections. More than just formal educational requirements and subject expertise are needed to connect the Libraries' collections with the communities we serve locally, nationally, and internationally.

Through the recruitment and retention of a diverse faculty and staff, the IU Libraries can better serve our diverse academic and cultural constituents by:

- recognizing and respecting the differences among the members of our community;
- developing collections that reflect the world's complexity and diversity;

- providing open, accessible, and collegial help that connects researchers with the full range of Indiana University’s library and archival collections;
- offering pathways to access information that foster intellectual curiosity, cultural diversity, and global awareness;
- developing instructional programming that helps students and faculty to grow as scholars, researchers, and engaged citizens in the world;
- maintaining comfortable and collaborative spaces that respect individuals’ social, cultural, mental, and physical differences;
- and consistently valuing an inclusive organizational culture that fosters individuals and groups of people to work, learn, and discover.

Guiding Policies and Best Practices

In order to build collections, collaborations, and spaces to support a diverse community of faculty, staff, and students, the IU Libraries commits to diversifying its own staff by adopting the following best practices:

Establish Diversity as a Foundational Value

1. Exercise vigilance in thinking about barriers to diversity in all aspects of the Libraries’ activities, including recruitment, hiring, retention, developing collections, providing description and access, designing spaces, and planning programming, based on the following institutional definitions of diversity:
 - a. Underrepresented minorities (URMs), defined as “persons legally eligible to work in the United States from the following groups: Black or African American,

American Indian or Alaska Native, Asian, Native Hawaiian or Pacific Islander, Hispanic or Latino, and those identifying as having more than one race.”¹

- b. Women, especially minority women and senior women “in areas where their numbers are few and inconsistent with their availability in the relevant labor market.”²
 - c. Veterans and individuals with disabilities, who the university considers to be “among those groups warranting ‘affirmative action, positive and extraordinary, to overcome the discriminatory effects of traditional policies and procedures.’”³
 - d. “Such characteristics as age, color, disability, ethnicity, gender identity, marital status, national origin, race, religion, sexual orientation, or veteran status,” as described by the Indiana University Non-Discrimination Policy.
 - e. “Undergraduate and graduate students from diverse socio-economic backgrounds, including first-generation college students, veterans, students from underrepresented minorities, returning students, and part-time students.”⁴
2. Implement documentation for candidate evaluations that addresses attitudinal barriers to achievement and success in education, advancement, employment, or promotion due to unconscious bias triggered by assumptions and stereotypes regarding: 1.) candidates with nonconventional career paths; 2.) candidates with nonconventional research interests; 3.) applicants coming from minority-serving institutions; 4.) applicants from institutions other than major research universities; 5.) candidate “fit” or whether they are “like us”;

¹ Vice Provost for Faculty and Academic Affairs, *Policies, Procedures and Best Practices for Faculty Recruitment* (September, 2015), p. 15.

² *Ibid.*, p. 16.

³ *Ibid.*, p. 15.

⁴ Indiana University, *The Bicentennial Strategic Plan for Indiana University*, “Priority One: A Commitment to Student Success.” (December 5, 2014), p. 13.

- 6.) job seekers with spouses or partners, who are believed to be harder to recruit or to accommodate; 7.) women who are pregnant or have small children (especially if they are single and untenured); or 8.) minority candidates who are presumed to be hesitant to relocate to small, racially, ethnically, or culturally homogeneous Midwestern towns.⁵
3. Enlist all staff in the Libraries in achieving diversity by regularly apprising them of the values, guiding policies, and best practices of our Diversity Strategic Plan.
 4. Charge the Libraries' Diversity Committee (Diversity Committee) with shared oversight of the Diversity Strategic Plan, in collaboration with Libraries Human Resources.

Diversity Committee membership shall consist of six to eight members: one representative member of the Support Staff; one representative member of the Professional/Administrative (PA) Staff; four to six members will be Librarians, with at least one being tenured. Members will be appointed by the Ruth Lilly Dean of University Libraries (the Dean) to serve for one or two years, in order to allow for staggered membership on the committee. The Dean will appoint two Librarians to serve as co-chairs, with one in their first year and the other in their second year of membership on the committee, to ensure continuity.
 5. Explore creating a diversity officer position, reporting to the Dean, whose roles would include coordination of diversity initiatives, programming, faculty/staff development, and serving as an ombudsperson in areas relevant to diversity, equity, and inclusion. This position will oversee implementation of the diversity strategic plan, in collaboration with the Diversity Committee, the Standing Search and Screen Committee, Libraries Administration, and Libraries Human Resources.

⁵ See Vice Provost for Faculty and Academic Affairs, *Policies, Procedures and Best Practices for Faculty Recruitment* (September, 2015), p. 18.

6. Utilize all of the relevant information and resources of the Provost's Office, including the Strategic Hiring Fund and the Dual Career Hiring Fund; the Office of the Vice Provost for Faculty and Academic Affairs (OVPFAA); the Associate Vice Provost for Faculty Development and Diversity; the Office of the Vice President for Diversity, Equity, and Multicultural Affairs (OVPDEMA); and the Office of Affirmative Action.
7. Participate in and contribute to the development of national best practices and programming in issues related to diversity, equity, and inclusion in academic research libraries, in collaboration with such groups as the Big 10 Academic Alliance, the Association of Research Libraries (ARL), the Association of College & Research Libraries (ACRL), and the College and University Professional Association (CUPA).
8. Direct collection managers to review collection development practices, profiles, and selection priorities to reflect the goals and commitments outlined in the Diversity Plan.
9. Explore opportunities for connections with the Monroe County Public Library (MCPL), as well as other cultural institutions and organizations in the Bloomington community.
10. Encourage librarians and staff to include their engagement in community and social justice issues on their professional bios on the Libraries' website.

Develop Diversity-Related Programming for the Libraries and Campus

11. Provide regular programming on diversity and social justice issues for the Libraries community, as well as training in diversity, equity, and inclusivity for all faculty and staff involved in hiring, at the direction of Libraries Human Resources and the Diversity Committee, in consultation with other units and relevant campus offices, especially the

Office of the Vice Provost for Faculty and Academic Affairs (OVPFAA), and the Associate Vice Provost for Faculty Development and Diversity.

12. Continue to provide programs and outreach (e.g., consultations, information sessions, office hours) in collaboration with the campus cultural centers.

Recruit and Hire a Diverse Faculty and Staff

13. Constitute the Standing Search and Screen Committee for Librarians to reflect the current diversity of the Libraries without overburdening members of underrepresented minorities. Annually appoint a Librarian member of the Diversity Committee to serve as a member of the Standing Search and Screen Committee.
14. Provide training for all hiring managers and members of librarian search committees that fully acquaints them with the requirements and guidelines of Indiana University Bloomington's *Policies, Procedures, and Best Practices for Faculty Recruitment: A Guide for Search Committees and Administrators*, as well as [all university policies regarding equal opportunity and affirmative action](#).
15. Require all chairs and new members of the Standing Search and Screen Committee to participate in annual Bloomington campus training for search committees designed to achieve diversity in recruitment and hiring. Chairs should be trained to recognize and facilitate conversations regarding unconscious bias throughout the search process.
16. Draft all job announcements in the Libraries to encourage a diverse applicant pool. Whenever possible, job announcements for librarians will permit equivalent experience or a second master's degree in lieu of a master's degree in library science or information studies.

17. Explore options for increasing transparency about the Libraries' hiring process, including the articulation and prioritization of job qualifications in job announcements, to engender a more diverse pool of applicants who can see themselves as viable candidates.
18. Include in all job announcements and position descriptions the requirement to promote the Libraries' culture of diversity and inclusion, and to support the values of the Libraries' Diversity Strategic Plan.
19. Routinely review and update the current directory of organizations and listservs maintained by Libraries Human Resources for the purpose of widely publicizing and disseminating all job announcements for tenure track librarians. Submit all Librarian job announcements to the American Library Association's ethnic caucus listservs.
20. Review standard interview questions used for all positions to ensure that candidates are consistently being asked to reflect on their commitment to diversity and equity.
21. When soliciting references for candidates, ask reviewers to evaluate candidates based on their ability to work in a diverse working environment, and on their history with and investment in issues of diversity, equity, and social justice.
22. Review and reflect on the Libraries' current standard itinerary for candidate visits, and explore options for streamlining and engagement.
23. Additionally, candidates who are invited to visit the campus will be provided with a listing of campus community resources, including cultural centers. The Libraries will work with the Associate Vice Provost for Faculty Development and Diversity to coordinate an information session and/or tour of campus community resources that is entirely separate from the Libraries' interview schedule for the candidate.
24. Libraries Human Resources will maintain a current strategic recruiting list in all aspects of librarianship. Libraries Administration, Libraries Human Resources, the Standing

Search and Screen Committee, the Diversity Committee, and the hiring department will collaborate to identify candidates to recruit from the list and in the profession, and to determine how best to contact prospective candidates.

25. Recruit student workers for the Libraries in collaboration with the campus cultural centers (e.g., La Casa: Latino Cultural Center; Asian Culture Center; First Nations Educational and Cultural Center; Neal-Marshall Black Culture Center; GLBT Student Support Services, [et al.](#)) in an effort to create a professional pipeline of librarians who are members of underrepresented minorities.
26. Explore partnering with the Department of Information and Library Science to increase diversity within the ILS program. This might include support for graduate assistantships and temporary employment for master's students who are members of underrepresented minorities, developing a fellowship/scholarship program, or creating programs that encourage undergraduate students to consider library and information science degrees.
27. Establish a term-length residency program for master's degree graduates of the IUB Department of Information and Library Science and the IUPUI Library Science Program who are members of underrepresented minorities to work in an area that matches their interests with institutional needs.
28. Establish a residency program for Librarians who are members of underrepresented minorities in partnership with the Big 10 Academic Alliance and/or the Association of College and Research Libraries (ACRL) Diversity Alliance.
29. Utilize the services of University Human Resources to recruit and hire diverse candidates for PA Staff, Support Staff, and Service Staff especially the resources of the Talent Acquisitions Department.

Work to Retain a Diverse Faculty and Staff

30. Libraries Administration will annually set aside targeted travel funding for both:
 - a. conference and other professional development opportunities directly related to diversity, issues of social justice, and of relevance to the furtherance of the Diversity Plan; and
 - b. Librarians from underrepresented groups to participate in professional development opportunities related to their interests and research.
31. Publicize campus resources for faculty development and advancement, such as the National Center for Faculty Development and Diversity's Faculty Success Program, the Faculty Writing Groups sponsored by the VPFAA, the Office of the Vice Provost for Research, and campus minority faculty and staff councils.
32. The Diversity Committee will develop and conduct a climate assessment survey and review of diversity efforts for the Libraries. Libraries Human Resources will include relevant questions from the climate survey in exit interviews for all employees.
33. Strengthen efforts to retain and support faculty and staff, through ongoing professional development opportunities and formal and informal mentoring relationships.
34. Reference the values and goals of the Libraries' Diversity Strategic Plan in all position descriptions. Evaluate librarians and staff on their commitment to diversity and equity, and ask them to reflect on them in their annual reviews.

Metrics and Accountability*Accountability*

1. The Diversity Committee shall be responsible for collecting data required by the Diversity Strategic Plan from Libraries Human Resources, the Executive Associate Dean, and the Dean.
2. The Dean will report annually on the state of diversity in the Libraries' All Staff Meetings and a meeting of the Bloomington Library Faculty.
3. The Diversity Committee will review the Diversity Strategic Plan annually and make recommended changes to Libraries Administration.
4. The Diversity Committee will annually host two (morning and afternoon) meetings for the Libraries' community to discuss the committee's annual report and any proposed revisions to the Diversity Strategic Plan.
5. As directed by the Dean, the Diversity Committee will prepare an annual report based on data from the previous calendar year, containing the following metrics. The metrics shall not be treated as specific goals or quotas, but are to be used as measures or correlates of progress (or the lack thereof) in achieving the guidelines and practices. Action items in the guidelines and best practices without accompanying metrics will nevertheless be monitored by the Diversity Committee and assessed in the annual report.

Metrics

1. Number and percentages of librarians and staff (by tenure status) from underrepresented minorities, organized by department. [Guiding Policies/Best Practices #1-2]
2. Number and percentages of librarians and staff in Libraries Administration from underrepresented minorities. [GP/BP #1-2]
3. Number and percentages of underrepresented minority librarians and staff who hold leadership roles in IU Libraries (e.g., department heads, committee chairs, managers). [GP/BP #1-2]

4. Number and percentages of Support, Service, and PA Staff from underrepresented groups. [GP/BP #1-2]
5. Number and percentages of Librarians who hold national leadership positions related to issues of diversity (e.g., ALA's GLBT Round Table, Black Caucus of ALA). [GP/BP #30]
6. Number and percentages of searches for which the Standing Search & Screen Committee utilized services and resources offered by the Associate Vice Provost for Faculty Development and Diversity (e.g., meals, tours of community and campus resources). [GP/BP #6]
7. Number and percentage of librarians and staff who include their engagement in community and social justice issues on their professional bios on the Libraries' website. [GP/BP #10]
8. Number and percentages of librarians and staff attending professional development opportunities related to diversity and issues of social justice. [GP/BP #11]
9. Number and percentages of programming related to diversity and issues of social justice offered by the Libraries to the Libraries and campus communities. [GP/BP #11]
10. Number and percentages of programs and outreach (e.g., consultations, information sessions, office hours) offered by the Libraries at campus cultural centers. [GP/BP #12]
11. Number and percentages of offers to Librarians (tenure-track and visiting), PA Staff, Support Staff, and Service Staff candidates from underrepresented minorities. [GP/BP #13-17, 29]

12. Number and percentages of times IU Libraries uses Campus Strategic Recruitment Funds to help recruit under-represented minority candidates for Librarian positions. [GP/BP #13-17]
13. Number and percentages of librarians and staff who self-identify as members of minority groups serving on the Diversity Committee. [GP/BP #13]
14. Number and percentages of librarians and staff from underrepresented minorities serving on the Standing Search & Screen Committee. [GP/BP #13]
15. Number and percentages of hiring managers, members of the Standing Search and Screen Committee, and members of the Diversity Committee attending campus training sessions and programming on diversity and issues of social justice. [GP/BP #14-15]
16. Number and percentages of job announcements for Librarians for which equivalent experience or a second master's degree was permitted in lieu of a degree in library/information science. [GP/BP #16]
17. Number and percentages of job announcements that reference the Libraries' culture of diversity and inclusion and the values of the diversity strategic plan in the stated responsibilities of the position. [GP/BP #18]
18. Number and percentages of individuals from underrepresented minorities included on the Libraries' strategic recruiting list. [GP/BP #24]
19. Number and percentages of librarians and staff from underrepresented minorities recruited from the Libraries' strategic recruiting list. [GP/BP #24]
20. Number and percentages of temporary student positions promoted in campus cultural centers, indicating both how and where the job announcements were distributed. [GP/BP #25]

21. Number and percentages of temporary student employees from underrepresented minorities. [GP/BP #1-2, 25-26]
22. Number and percentages of students hired for temporary positions from underrepresented minorities. [GP/BP #1-2, 25-26]
23. Number of graduate assistantships offered to students from underrepresented minorities. [GP/BP #26]
24. Number of residencies in the Libraries offered to members of underrepresented minorities. [GP/BP #27-28]
25. Number and percentages of professional development opportunities related to diversity and issues of social justice funded by Libraries Administration. [GP/BP #30]
26. Number and percentages of travel and/or professional development funding provided to PA staff and librarians from underrepresented minorities. [GP/BP #30]
27. Number and percentages of librarians who report (via the climate survey) that they are aware of campus resources for faculty development and advancement and feel that they are encouraged to use them if desired. [GP/BP #31-32]
28. Number and percentages of librarians from underrepresented minorities who are tenured and/or promoted during the past year. [GP/BP #1-2, 33]