

Diversity, Equity and Inclusion Strategic Plan Five-Year Strategic Objectives, Measures and FY19 Actions

I. Diversity Equity and Inclusion Strategic Plan: Overview

Selected text from President's Diversity Charge:

At the University of Michigan, our dedication to academic excellence for the public good is inseparable from our commitment to diversity, equity, and inclusion. It is central to our mission as an educational institution to ensure that each member of our community has full opportunity to thrive in our environment, for we believe that diversity is key to individual flourishing, educational excellence and the advancement of knowledge.

Goals: Diversity, Equity and Inclusion:

Diversity: We commit to increasing diversity, which is expressed in myriad forms, including race and ethnicity, gender and gender identity, sexual orientation, socio-economic status, language, culture, national origin, religious commitments, age, (dis)ability status, and political perspective.

Equity: We commit to working actively to challenge and respond to bias, harassment, and discrimination. We are committed to a policy of equal opportunity for all persons and do not discriminate on the basis of race, color, national origin, age, marital status, sex, sexual orientation, gender identity, gender expression, disability, religion, height, weight, or veteran status.

Inclusion: We commit to pursuing deliberate efforts to ensure that our campus is a place where differences are welcomed, different perspectives are respectfully heard and where every individual feels a sense of belonging and inclusion. We know that by building a critical mass of diverse groups on campus and creating a vibrant climate of inclusiveness, we can more effectively leverage the resources of diversity to advance our collective capabilities.

Rationale: Mission, Vision, Values: Established at the University of Michigan in 1923, the Clements is a premier research library for studying the American experience from 1492 to 1900. Dedicated to serving the students and scholars of the University and elsewhere who interpret and write the history of the Americas, the Library collects, preserves and makes accessible primary sources—books, maps, manuscripts, prints, photographs, ephemera, and other paper materials—that illuminate early American history while serving as a hub for ongoing historical research and scholarly conversation.

In keeping with the university's mission for diversity, equity and inclusion, the William L. Clements Library is committed to actively recognizing and supporting underrepresented voices throughout the Library's community, operations, and historical resources. This commitment has significant bearing on our collection policy, access systems, staffing, outreach, public exhibits and programs, and collaborations with the university's faculty and students.

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Implementation Summary:

Years one and two of the Clements Library's DE&I implementation saw measurable progress in making resources related to DE&I more visible; expanding resources through newly targeted acquisition funds; enhancing scholarship with targeted fellowship funds for research projects relating to DE&I themes in American History; and continuing assessment through staff and patron surveys, with follow-up training and engagement activities underway.

The library does continue to be challenged by the lack of diversity within the field of libraries and archives students and professionals, as well as an administrative capacity limited by a small permanent staff, but we are actively taking measures to counter these issues.

Assessment and unit engagement activities

Year One of the Clements Library's DE&I implementation saw continuation of assessment activities featuring a town-hall session held jointly with the University Library, plus two constituency surveys conducted by the Advance Group, one of library staff, the other of library patrons. The results of both were generally very positive but did point to issues demanding action. Follow-up sessions with the entire library staff (facilitated discussions, unintentional bias and intercultural awareness training) occurred in Year Two.

Programs launched

Scholarship related to DE&I was actively supported through new targeted fellowship programs, exhibits, lectures and public events, acquisition of research materials, and improved visibility of DE&I related research collections. Targeted funds for fellowships and acquisitions were established during Year One. New workflows for digitization and cataloging of DE&I relevant collections material were initiated. Designing new systems for tracking the relationships between acquisitions, fellowship programs, and scholarship has begun with the objective of encouraging scholarship on DE&I themes.

Year Two Highlights:

The Clements staff continues to be energized by engaged learning activities with U-M students and faculty. Among the most satisfying results from the first two years were the collaborative class sessions and workshops held at the Clements that introduce U-M students to historical research on DE&I themes. The Clements continues to develop close relations with faculty for both teaching and collection consultation.

Through sponsorship by the Office of the Provost, the Clements launched a DE&I internship program with the dual goals of providing professional development and skills training to U-M

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students, and greatly improving the visibility of DEI related research materials at the Clements. The program began in FY17 with four novice interns, and was in full-swing and highly productive by the start of FY18. A new team of interns started late in FY18 and will continue working into FY19.

The Clements has prioritized acquisition of DE&I related research materials for many years and the campus-wide initiative has given this added urgency. Using funds targeted for DE&I, as well as from other sources, the Clements brought significant and rare historical DE&I material to the campus during year two. Of particular note are a unique manuscript map related to Caribbean sugar production, Atlantic slavery, and the Haitian Revolution “Plan de l’habitation de monsieur de La Porte-Lalanne située au quartier du Cul-de-Sac, dependance du Port-au Prince: En l’état ou elle se trouve cejourd’huy 12 Mars 1753.” The library acquired a family photograph album containing rare and unique photos related to newly established Freedmen's schools in the Sea Islands of South Carolina Circa 1862-75. A collection that will become a milestone in the history of the library is the Richard Pohrt Jr. Collection of Native American Photography. This acquisition of approximately 1000 carefully selected rare and unique images documenting Native American history from circa 1850s-1900 that will be a teaching and research resource for generations to come.

The Clements staff wrote, edited, and published a well-received special edition of *The Quarto*, on a research topic that receives constant attention at the Clements, Atlantic Slavery. This was followed with an edition on immigration history.

Challenges

The library does continue to be challenged by the lack a diversity, broadly defined, on permanent staff and on our governing boards. We have made progress during year two with the addition to our Clements Library Associates Board of a dynamic young scholar, Assistant Professor Catharine Dann Roeber from the University of Delaware, and an influential friend of the library and frequent patron, Professor Martha S. Jones, now of Johns Hopkins University. Both of whom are established in academia, are very familiar with the Clements, and have shown a commitment to DEI in their work.

Although we are proud of our ambitious programming, the Clements continues to be challenged by the limited administrative capacity of its staff to launch and oversee new initiatives.

II. Planning Process Used

Planning Lead(s) Clayton Lewis, Terese Austin

Planning Team Clayton Lewis, Terese Austin, Jayne Ptolemy

Planning Process Summary

- *Process used to collect data:* Staff meetings and exercises, review of existing institutional reports, Google Analytics, subject analysis of HathiTrust and Digital Library Production Services databases. Ongoing data capture includes surveys, Mirlyn catalog data using Datamart and Aleph software, charting of frequency of patron research topics, and continued monitoring of reports on class-use, fellowship programs and exhibit topics.
- *Sources of data:* Library collection catalog in Mirlyn, library website, HathiTrust, Digital Library Production Services Image Bank, Digital Library Production Services finding aids database, Clements library patron database in Aeon and Filemaker Pro, reports on exhibits, fellowship programs and class-use. Also, data on collection additions expected to be drawn from ArchiveSpace software, presently in testing, to be implemented 2018.
- *Process used to analyze data:* Statistical analysis of Library of Congress subject usage in Mirlyn catalog, HathiTrust, and DLPS Image Bank; tracking of top ten most frequently visited online collection finding-aids; classification and review of research topics of patrons and research fellows; exhibits and class use reports.
- *Action idea generation activities:* Staff retreats and moderated meetings, regular staff meetings, DEI Planning Group meetings, and informal discussions.

Summary of engagement activities: FY19 activities include continuation of staff training; presentation by DEI summer interns to staff and students of the History Club; closing for MLK Day 2019 to encourage staff participation; site visit to Arab American National Museum is also planned for winter 2018-19.

Clements Library and Diversity, Equity and Inclusion – an Overview:

The William L. Clements Library is one of several highly specialized units of the University of Michigan that provides unique services to scholars and students. Some background on our past relative to diversity, equity and inclusion is important to understanding the challenges and opportunities that the next five years will bring.

The Library's mission is to collect, preserve, and makes accessible primary source materials that illuminate early American history from 1492 to the turn of the twentieth century. When the Library first opened its doors in 1923, it was intended only for "advanced research on the part of scholars already well equipped," not for students or general researchers. In the recent decades, the directors, curators, and staff have worked diligently to reverse this early policy and instead foster a welcoming and inclusive environment for researchers, students, and staff. These efforts have produced not only an exceptional collection of Americana that reflects on all aspects of American history but also programs

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and classes to usher in researchers and students to consult our collections. There is more work still to be done.

As an archive of rare books, manuscripts, maps, and visual materials, the Clements Library's strengths revolve around our collections. This proves true for how the Library is advancing diversity, equity and inclusion as well. World-class scholars have frequented the Library as a key research institution, and both graduate and undergraduate students have benefitted from its unique educational resources. Our collections contain a wealth of information relating to a wide array of topics, including those relating to race and ethnicity, class, gender and sexuality, religion, and disability. An analysis of our online finding aid usage for 2015 revealed that many of our most heavily used finding aids are directly related to diversity topics. Four of our top thirteen most popular finding aids concern African American history, and many of the others are mainstays for those researching African American and Native American history. These metrics are backed by evidence drawn from our fellowship programs, with a conservative calculation that 40% of our fellows from 1997 to 2015 have worked on projects relating to diversity. Furthermore, of some 500 books published between 1922 and 2010 that relied on sources from the Clements Library, at least 77 titles related to race, gender, and other diversity topics.

The remarkable strength of our collections relating to early America and its complicated, diverse history draws scholars who plumb our holdings to write the histories of under-represented people. The carefully curated collections at the Clements Library serve an important role in the ongoing exploration of the diverse American past. The Library's commitment to expanding our collections to reveal the multifaceted stories of our nation's history, in conjunction with our robust fellowship program, promises to support pioneering and innovative studies.

Beyond the work undertaken by the scholars who visit the Clements from around the globe, the Library's collections also benefit the University of Michigan's student body. The Library welcomes classes for individually planned sessions relating to coursework, where we display and explain relevant resources. These sessions are the first experience many students have with original historical source materials. They often react with excitement and amazement, and are encouraged to plunge deeply into their research.

An example of the innovative teaching on under-represented populations that can be done at the Clements is the 2014 Department of Afroamerican and African Studies class African American Women's History, taught by Thurnau Professor Martha S. Jones (now of Johns Hopkins University). The undergraduate students of this class came to a deep understanding of a 19th-century African American woman's role in society through close study of a set of

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photograph albums at the Clements. This project did original research, built a website, and gained the attention of the media in Michigan and New York State. The resulting radio interviews and video by UM News and Information Services has kept the project active to this day. (See www.arabellachapman.com.)

As expected, faculty in the History department make good use of class sessions. In addition, we have supported teaching in over fifteen different University of Michigan departments in the past several years. Although Curators' presentations depend on the class subject as determined by the faculty, every semester the Clements Library works hand-in-hand with professors on the front line of teaching about diversity. How we can more effectively reach out to educators and students on a wider range of topics merits further investigation.

The talented curatorial staff at the Library also interact with students and the public through exhibitions, with 22% (4 of 18 in 2008-2013) of Clements exhibits primarily focused on diversity issues. This number could be higher, given the resources within the collection. The popularity of our public exhibits relating to diversity underscores the need to undertake this work. Our two best-attended exhibits have been "Reframing the Color Line" in 2006-7 and "Proclaiming Emancipation" in 2012-13. For "Proclaiming Emancipation," the Clements Library held more than 40 sessions with students, faculty, and staff that reached over 650 members of the University community. Investing resources, planning and promoting events, and hosting class visits boosted the visibility of this important exhibit, offering an example of how we can more effectively feature diversity in our public programming in the future.

The lectures and events hosted by the Clements Library are another important component of our outreach efforts, and another area for improvement. About 22 % of the 18 lectures sponsored by the Clements in the past five years have focused primarily on DEI themes. Thinking carefully about how to bring in lecturers, reach wider audiences, and represent the full spectrum of experience in early America promises to be a fruitful process for the Clements Library's deeper engagement with and promotion of diversity.

As a special collections library, the academic scholarship and student learning that rely on the William L. Clements Library's collections are two main components of how the Library envisions supporting diversity, equity, and inclusion at the University of Michigan. In combination with reimagining how our fellowships, lectures, publications, and staff engagement can support diversity, developing our collections and the encouraging their use by scholars and students alike promises to make the Clements Library a welcoming place to explore questions of our nation's diverse past. The following draft, edited for year three of

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our five-year plan, lays out the pathways that can maintain and advance diversity, equity and inclusion initiatives at the William L. Clements Library.

III. Data and Analysis: Key Findings

Summary of Data

Data Domains:

Education and scholarship

Education and scholarship at the Clements are determined largely by which U-M departments and faculty we engage with, the topics selected by research fellows, the shape and content of the library's research collection, and other resources.

Recruitment, retention, development

We will evaluate and reconsider how we advertise our open staff positions and our selection process, in consultation with peer institutions.

Promoting an equitable and inclusive community

The library will need to continue its quest to overcome the inherited perception that it is an exclusive, restrictive institution. Particular attention will be paid to ensure that our staff, patrons, and visitors all have equal opportunity for success, a rewarding experience, are sincerely welcomed, and have full access to the resources of the library, retaining due regard for care and security of collections material. Equity and inclusivity will be foremost in a review of policies, promotional efforts, and staff training.

Service

The library will continue to promote DEI through exhibits, lectures, and public interactions by staff.

Constituencies addressed:

Patrons (all registered researchers including independent scholars, research fellows, students)

Library staff, volunteers and docents

Faculty and students (Primarily at the University of Michigan)

Visitors (general public)

Advisory boards, and the Clements Library Associates membership (Committee of Management, CLA Board)

Data sources:

Patron data in Aeon and Filemaker Pro databases (research topics)

Patron survey

We have data tracking who the users of the library are in terms of academic credentials but not in terms of DEI metrics. We will survey current and past patrons to gather this data and assess perceptions of climate and inclusiveness.

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Fellowship research reports

Analysis of topics of research through Clements Library fellowship programs

Review of selection process

Clements Library Collections Policy

Mirlyn catalog of Library collection

Analysis of the contents of the research collection related to DEI subjects and keywords

Google Analytics of Clements Library online finding aids

Review of research topics based on frequency and duration of hits

HathiTrust

Profile of online resource based on DEI subjects and keywords

Clements Digital Image Bank analysis

Analysis of the contents of digital resources related to DEI subjects and keywords

Class use reports

Publication, event, and exhibit histories

Analysis of the contents of published resources related to DEI subjects and keywords

Staff and patron climate surveys

UM climate surveys of overall campus and unit

Staff crowdsourcing exercise

Staff DEI metrics from UM HR (forthcoming)

Student Town Hall Crowdsourcing exercise

Clements Library Associates survey (forthcoming)

Our Clements Library Associates is a group of library friends, supporters and donors

Key Findings, Themes and Recommendations:

Among the most significant lessons learned thus far in this process is that there is significant data that the Clements Library has not tracked. Although we have been recording who our patrons are in terms of academic identity and credentials, we have not logged anything on who they are in terms of diversity metrics, nor have we gauged their perceptions on climate. We do track their topics of research and resulting publications, and we have compiled feedback on the quality of their experiences in general.

We track which UM departments we collaborate with on teaching, special class projects, exhibits, and conferences. We also have data on the topics represented by those projects. This data has indicated that we do serve a very broad range of University departments outside of the most obvious in History and American Culture. Other major users of the library in teaching are the departments of DAAS, Asian Languages, Music and Theater, and English. Diversity themes are frequently emphasized by the instructors of all of these departments. Exhibits with DEI themes have drawn a very wide range of classes.

We also gather data about what topics the research collection represents, how the materials are used, and by whom, going back in time. In 2015 we implemented the Aeon System to better track the materials and generate reports, including use related to DEI topics. Expanding awareness of the Clements as a resource for the study of DEI topics is a top priority and we have

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proposed a new staff position that will focus on this need. The existing Clements collection offers unique research opportunities on a par with those at the very top public and private university libraries. There is an opportunity here for the University of Michigan to elevate its status by leveraging the Clements Library and historical research related to DEI themes.

For a research library like the Clements, the contents of the research collection itself largely shape what we are and whom we serve. The growing, expanding Clements collection provides a foundation of strength for our contribution to a campus wide climate of diversity, equity and inclusion. The library's acquisitions are guided by a Collections Policy that has for years prioritized the acquisition and development of research collections related to underrepresented voices in American history, in particular women, Native Americans, and African Americans. Quantifying this policy for incorporation into this plan was found to be impractical due to the opportunistic nature of acquisitions of historical material and the difficulties posed by unlike comparisons of differing materials.

We will be reviewing our subject cataloging points of access to ensure items of interest are appropriately identified on an ongoing basis. In 2014 the library completed a two-year grant-funded cataloging project that targeted collection of manuscripts and graphics related to underrepresented voices.

We are concerned that because the number of patrons of libraries of this type tends to be small, the resulting data from our inquiries may not carry significant meaning. We have consulted with outside expertise from the Advance Research & Evaluation program on this issue.

We are also concerned that connecting to students who are not already familiar with the library may be a challenge. We will continue to consult with faculty with whom we have strong relationships, and we are in consultation with the DEIPG Student Engagement team and conducted a library town hall event to solicit feedback.

The Clements is aware that we serve a narrow group of specialized scholars, and that a misperception has persisted that we are exclusive and detached from the university community. We've made great progress in the past few years to overcome this but will continue to prioritize this issue. We would like to know how we are perceived, particularly by students and faculty, regarding DEI, and intend to find out.

We have one governing board, the Committee of Management, and our friends group board, the Clements Library Associates Board of Governors. The lack of diversity within the traditional spheres of Americana collectors and library patrons is reflected within these groups. Bringing a greater awareness of DEI issues to the composition of these boards will help greatly in shaping other outcomes related to DEI and is a high priority of the Library Director. Progress was made in FY18 by adding two members to the CLA board, selected for the fresh perspectives and new energy that they are expected to bring, along with a firm commitment to the goals of our DEI program.

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Finally, our staff, which has benefited from cultural sensitivity training, may also benefit from greater diversity in composition. We are challenged by being in a field not known for diversity among its professionals, but we are determined to broaden the diversity of our applicant pools. Starting immediately, we will fully explore all available resources to meet this ongoing challenge. We will direct our staff to the resources of the Office for Institutional Equity and the mediation services available for the resolution of conflicts related to DEI and promote awareness of these services. The Clements is expecting major leadership transitions in FY 20 with the retirements of Associate Director Brian Leigh Dunnigan followed by Director J. Kevin Graffagnino. The leadership experience and institutional history that will be lost will be very significant, however, the library expects these openings will be perceived as an opportunity to renew the Library's commitment to our DEI programs by seeking candidates with a demonstrated commitment to DEI. The Clements staff enjoys a very low turnover rate and would have valuable insights to offer during the searches to fill these positions. We hope to have staff members as active participants in the process.

IV. Strategic Objectives, Measures of Success and Action Plans*

**All strategic objectives and related actions will be pursued in accordance with the law and University policy. These actions will be acted upon as budget and other resources allow.*

IV. A. Recruitment, Retention and Development

Constituency: Staff

Five-Year Strategic Objective 1: Increase diversity representation on permanent and temporary staff

Measures of Success: Given the small size of our staff, any increase will have a significant impact on overall percentages

FY19 Actions:

- Broaden staff recruitment strategies to seek a greater diversity of applicants
- Circulate job postings towards target audiences more likely to result in a diverse pool of applicants
- Continue to consult with peer institutions on recruitment strategies

Primary DE&I Goal: Diversity

Other applicable domain: Promoting an equitable and inclusive community

Constituency: Governing Boards

Five-Year Strategic Objective 2: Broaden under-represented minority representation on our governing boards

Measures of Success: Given the small size of our boards, any increase will have a significant impact on overall percentages

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Ongoing actions:

- Canvass Clements Library Associates, and University faculty for nominations of candidates with a commitment to DEI
- Survey CLA membership on both DEI metrics and climate

Primary DE&I Goal: Diversity

Other applicable domain: Promoting an equitable and inclusive community

IV. B. Education and Scholarship

Constituency: Faculty, Students

Five-Year Strategic Objective 1: (Faculty and students) Promote teaching with Clements Library materials related to DEI in class sessions within the University

Measures of Success: (for Objective 1) Track diversity metrics of materials used and UM departments involved in class sessions using Aeon system data.

Ongoing actions:

- Promote teaching opportunities through Clements Electronic Newsletter, faculty meetings, etc.
- Filling three undergraduate internships and one graduate-student internship in pre-1900 American diversity history, to be supervised by curators from Clements divisions (Books, Conservation, Graphics, Manuscripts, Maps) with the goal of amplifying under-represented voices in American history, making visible hidden or overlooked materials related to DE&I themes, and conserving fragile materials for future generations of scholars
- Promote DEI internship program in fall 2018 e-newsletter to campus recapping FY18 results

Primary DE&I Goal: Inclusion

Other applicable domain: Promoting an equitable and inclusive community

Constituency: Patrons

Five-Year Strategic Objective 2: Promote onsite research by on- and off-campus scholars into topics related to diversity/under-represented groups in American History. (40% of our fellows from 1997 to 2015 have worked on projects relating to diversity)

Measures of Success: (for Objective 2) Track and measure frequency of research topics related to DEI themes in patron database (Aeon); measure use of materials by tracking subject terms of those requested; track and review access points of newly processed collections to ensure broadest possible availability of diversity topics and support current high level of use

FY19 Actions:

- Implement the use of Aeon, Mirlyn, and other tools for tracking collection use

Ongoing actions:

- Record and review process for selecting research fellows based on research topics; track their research topics annually
- Fill post-doctoral research fellowship in 19th century American diversity history
- Fill three Price Fellowship positions to focus on American diversity history
- Create online teaching/resource guides pointing to diversity topics in current library collections
- Presentations on DEI internship programs and acquisitions to Clements Library Associates Board members.

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- Fill graduate research fellowship for students from targeted Historically Black Colleges and Universities offering Masters degrees in history and/or African American Studies.

Primary DE&I Goal: Inclusion

Other applicable domain: Service; Promoting an equitable and inclusive community

Constituency: Patrons, faculty and students

Five-Year Strategic Objective 3: Increase access and visibility of Graphics Division holdings on topics related to diversity/under-represented groups in American History

Measures of Success: (for Objective 3) Track and measure frequency of reading room, classroom, and reference requests for Graphics Division materials related to DEI themes in patron and reference databases (Aeon and Footprints); prioritize representation of materials related to DEI themes in Clements Digital Image Bank

Ongoing Actions:

- Targeted cataloging and digitization of collections including photographs, prints, and sheet music

Primary DE&I Goal: Inclusion

Other applicable domain: Promoting an equitable and inclusive community

Five-Year Strategic Objective 4: Expand holdings in areas related to DEI including race, immigration, sexual orientation and identity, religion, and under-represented or overlooked voices in American history

Measures of Success: (for Objective 4) Track and measure topics represented in new acquisitions

FY19 Actions:

- Begin tracking acquisitions by DEI topic in accession data
- Annual reporting from Clements divisions on accession topics

Ongoing Actions:

- Explore establishment of a DEI targeted fund for acquisitions
- Targeted cultivation of potential donors including in-kind

Primary DE&I Goal: Diversity

Other applicable domain: Service; Promoting an equitable and inclusive community

Five-Year Strategic Objective 5: Digital access to research materials related to DEI topics

Measures of Success: (for Objective 5) Ensure 100% representation in HathiTrust database of Clements book holdings related to DEI topics

FY19 Actions:

- Search catalog for predetermined list of DEI keywords and authors
- Scan relevant materials not already present

Primary DE&I Goal: Inclusion

Other applicable domain: Service; Promoting an equitable and inclusive community

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Five-Year Strategic Objective 6: Digital access to graphics materials related to DEI topics

Measures of Success: (for Objective 6) Increase representation in Clements Digital Image Bank non-book holdings related to DEI topics

Ongoing Actions:

- Online cataloging of non-book holdings related to predetermined list on DEI topics
- Scanning for inclusion in Clements Image Bank

IV. C. Promoting an Equitable and Inclusive Community

Constituency: Faculty, Students, Visitors, Patrons. Library staff

Five-Year Strategic Objective 1: Ensure that the physical space, human relations, and overall cultural climate of the library are welcoming to a diverse range of people across all constituencies

Measures of Success: (for Objective 1) Comparison with staff climate survey planned for future year to be determined.

FY19 Actions:

- Internal work group meetings to address issues raised during all-staff discussions of climate survey results.
- Living Library event proposed and planned for fall 2018 campus diversity summit.
- Continue to promote staff and docent training on cultural sensitivity and awareness, unconscious bias, etc.
- Establish a clear pathway for conflict resolution. The Clements administration will make good faith efforts to resolve work place conflicts, in compliance with the U-M Standard Practice Guide (SPG 201.08), and within unit supervisory channels whenever possible. Should a workplace conflict arise, the staff member should report to their immediate supervisor for resolution. If the conflict is between a staff member and their direct supervisor, then either the staff member or supervisor should report to the Clements Library HR Director. If unresolved within unit, parties involved will be encouraged to make use of U-M resources including the Office of Institutional Equity, Human Resources, HR Mediation Services, and the Faculty and Staff Counseling and Consultation Office. The Clements administration will share this policy at staff meetings and post links to resources visibly in staff areas.
- Create communication matrix; DEI resource list for staff use
- Staff visit to Arab American National Museum, staff participation in MLK Day 2018 events.

Ongoing actions:

- Make visible to visitors and researchers, through ongoing exhibits and displays, materials focused on traditionally under-represented groups in American History and DEI themes
- Promote the resources of the Office for Institutional Equity and the mediation services available for the resolution of conflicts related to DEI to all constituencies, especially new and existing staff
- Integrate ongoing DEI training and actions with annual staff performance evaluations

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Primary DE&I Goal: Inclusion

Other applicable domain: Recruitment, retention, development

IV. D. Service

Constituency: Students, Patrons and Visitors

Five-Year Strategic Objective 1: Increase diversity of attendance and topics at Clements sponsored lectures, events, and exhibits.

Measures of Success: (for Objective 1) Increase attendance (entry/exit survey) in terms of diversity metrics; track topics of presentations to insure approximately 25% featuring DEI themes. [From 2010-2015, 10 out of a total of 45 (22%) Clements sponsored public events featured DEI related themes.]

Ongoing Actions:

- Continue and expand diversity lecture topics, with promotion through postcard mailings, Clements Electronic Newsletter (circulated to UM departmental email lists), Clements website, and social media.

Primary DE&I Goal: Inclusion

Other applicable domain: Education and scholarship; Promoting an equitable and inclusive community

Five-Year Strategic Objective 2: Provide closed captioning for online lectures and live events for the hearing impaired.

Measures of Success: (for Objective 2) Adequate participation and response from targeted constituency.

Ongoing Actions:

- Closed captioning of previous lecture and event videos using MiVideo.

Primary DE&I Goal: Inclusion

Other applicable domain: Promoting an equitable and inclusive community

Five-Year Strategic Objective 3: Update website for better access by the hearing and vision impaired.

Measures of Success: (for Objective 3) Americans with Disabilities Act compliance.

FY19 Actions:

- Get estimate from U-M Creative on website redesign for both mobile and ADA compliance

Ongoing Actions:

- Consultation with Michigan Creative and the Office for Institutional Equity on website revisions, updates.

Primary DE&I Goal: Inclusion

Other applicable domain: Promoting an equitable and inclusive community



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V. Goal-related Metrics – School, college or unit measures tracked over time

The Clements Library will track and quantify information on the following Climate Survey Indicators:

- Satisfaction within work unit with climate/environment*
- Assessment of semantic aspects of the general climate within work unit*
- Assessment of semantic aspects of the DEI climate within work unit*
- Feeling valued within work unit*
- Feeling of belongingness within work unit*
- Assessment of work unit commitment to diversity, equity, and inclusion*
- Perceptions of equal opportunity for success within work unit*
- Feeling able to perform to full potential within work unit*
- Feelings of academic growth within work unit*
- Feelings of discrimination within work unit*

And on the following Demographic Composition of Staff:

- Headcount*
- Race/ethnicity*
- Sex*
- Age (Generational cohort)*

Diversity – Staff, governing boards; collection content and research opportunities
Equity – Permanent vs. temporary staff diversity, promotion opportunities and rank.
Inclusion – Climate survey results from staff and patrons. Measure U-M departmental class use of library; attendance at library sponsored events; exhibit topics; research topics of patrons and research fellows; digital access to relevant materials; use of DEI related materials in teaching.

VI. Action Planning Tables with Details and Accountabilities

IV. A. Recruitment, Retention and Development

Key Constituency	Strategic Objective	Measure s Of Success	Detailed Actions Planned (measurable, specific)	Group/ persons accountable	Resources needed (if applicable)
Staff	Objective 1 Diversify composition of permanent staff	Given the small size of our staff, any increase	<ul style="list-style-type: none"> ● Broaden recruitment strategies to encourage a more diverse applicant pool through additional postings at, among others: 	Business Manager	



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		will have a significant impact on overall percentages.	<ul style="list-style-type: none"> • Society of American Archivists -- Archivists and Archives of Color Roundtable • Multi-Ethnic Information Exchange (U-M) https://maizepages.umich.edu/organization/mix-si-umich-edu • Queer & Trans at S.I. (U-M) https://iasatumsi.wordpress.com/ • Review available data on race, gender orientation, etc. composition of applicant pools to assess efficacy of recruitment strategies • Include commitment to diversity language consistent with U-M policies in all postings • Consult with peer institutions on recruitment strategies • Consult with Office of General Counsel on Prop. 2 compliance 		
Governing Boards	Objective 2 Broaden commitment to DEI on governing and friends boards	Increase awareness of and commitment to DEI issues on boards of Clements Library Associat	<ul style="list-style-type: none"> • Review board policies – strategies to identify/pursue nominees for board membership demonstrating a commitment to DEI • Canvass Clements Library Associates and University faculty for nominations of 	Director, CLA Board Chair	



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		es and Committ ee of Manage ment	candidates with a commitment to DEI		
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IV. B. Education and Scholarship

Key Constituency	Strategic Objective	Measure s Of Success	Detailed Actions Planned (measurable, specific)	Group/ persons accountabl e	Resources needed (if applicable)
U-M faculty and students	Objective 1 Promote teaching with Clements Library materials related to DEI in class sessions within the University.	Track diversity metrics topics and UM departm ents involved in class sessions using Aeon system.	<ul style="list-style-type: none"> • Continue to publish electronic newsletter featuring available research and teaching resources • One to one interactions with targeted faculty members • Filling three undergraduate internships and one graduate-student internship in pre-1900 American diversity history, to be supervised by curators from Clements divisions (Books, Conservation, Graphics, Manuscripts, Maps) with the goal of amplifying under-represented voices in American history, making visible hidden or overlooked materials related to DE&I themes, and conserving fragile materials for future generations of scholars 	Associate Director, Curators	Funding for internship positions for FY19 obtained



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			<ul style="list-style-type: none"> • Promote DEI internship program in fall 2018 e-newsletter to campus recapping FY18 results 		
Library patrons	Objective 2 Increase onsite research by on- and off-campus scholars into topics related to diversity/under-represented groups in American History.	Track and measure frequency of research topics related to DEI themes in patron database (Aeon). Measure use of materials by tracking subject terms of requested materials [Aeon]. Also track and review access points of newly processed collections to	<ul style="list-style-type: none"> • Continue using Aeon, Mirlyn, and other tools for tracking collection use • Record and review process for selecting research fellows; track their research topics annually • Fill post-doctoral research fellowship in 19th century American diversity history • Fill three Price Fellowship positions focusing on American diversity history • Create online teaching/resource guides pointing to diversity topics in current library collections • Fill graduate research fellowship for students from targeted Historically Black Colleges and Universities offering Masters degrees in history and/or African American Studies • Presentations on DEI internship programs and acquisitions to Clements Library Associates Board members 	Head of Reader Services, Development Director, Director, Student interns, DEI Implementation team	Townshend and Price Fellowship funds



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		ensure broadest possible availability of diversity topics.			
Library patrons, University faculty and students.	Objective 3 Increase access and visibility of Graphics Division holdings on topics related to diversity/under-represented groups in American History.	Track and measure frequency of reading room, classroom, and reference requests for Graphics Division materials related to DEI themes in patron and reference databases (Aeon and Footprints); increase representation in Clements Digital Image Bank of	<ul style="list-style-type: none"> Targeted cataloging and digitization of collections including photographs, prints, and sheet music Annual measures of request frequency (Aeon). Annual measure of Digital Image Bank contents classification. 	Curator of Graphics Material	



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		graphics material related to DEI topics.			
Library patrons, University faculty and students	Objective 4 Expand holdings in areas related to DEI including race, immigration, sexual orientation and identity, religion, and under-represented or overlooked voices in American history.	Track and measure topics represented in new acquisitions. Increase representation in Clements collection related to DEI topics. Numbers are impossible to anticipate as future market availability and costs are unknown	<ul style="list-style-type: none"> • Continue tracking acquisitions by DEI topic in accession data • Annual reporting from Clements divisions on accession topics • Explore establishment of targeted acquisition fund for historical materials related to African American, Native American, Women’s History, and other underrepresented groups • Continue targeted cultivation of potential donors of in-kind materials 	Director, Curators, Development Director	OUD participation in locating donors
Library patrons, University faculty and students.	Objective 5 Digital access to research materials	Ensure 100% representation in HathiTrust	<ul style="list-style-type: none"> • Continue searching catalog for predetermined list of DEI keywords and authors • Scan relevant materials not already present 	Curator of Books, Head of Digital Initiatives	Current Joyce Bonk Fellowship position for SI student 10-20



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	related to DEI topics	database of Clements book holdings related to DEI topics			hours/week
Library patrons, University faculty and students.	Objective 6 Digital access to graphics research materials related to DEI topics	Increase representation in Clements Digital Image Bank non-book holdings related to DEI topics	<ul style="list-style-type: none"> • Online cataloging of non-book holdings related to predetermined list on DEI topics • Scanning for inclusion in Clements Image Bank 	Head of Digital Initiatives, Curator of Graphics Material	Current Joyce Bonk Fellowship position for SI student 10-20 hours/week

IV. C. Promoting an Equitable and Inclusive Community

Key Constituency	Strategic Objective	Measure of Success	Detailed Actions Planned (measurable, specific)	Group/ persons accountable	Resources needed (if applicable)
University Faculty, Students, Visitors, Patrons, Library Staff.	Objective 1 Ensure that the physical space, human relations, and overall cultural climate of the library are	Forthcoming	<ul style="list-style-type: none"> • Groups discussions, debriefings of Clements staff regarding 2016-17 survey results • Form internal work groups to address issues raised during all-staff discussions of climate survey results -- one on staff training and mentoring, the other on internal communication. 	DEI Implementation team, work group leads, curators of exhibits	Training session costs TBD



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	<p>welcoming to a diverse range of people across all constituencies.</p>		<ul style="list-style-type: none">• Living Library event proposed and planned for fall 2018 campus diversity summit.• Continue to promote staff and docent training on cultural sensitivity and awareness, unconscious bias, etc.• Establish a clear pathway for conflict resolution. The Clements administration will make good faith efforts to resolve work place conflicts, in compliance with the U-M Standard Practice Guide (SPG 201.08), and within unit supervisory channels whenever possible. Should a workplace conflict arise, the staff member should report to their immediate supervisor for resolution. If the conflict is between a staff member and their direct supervisor, then either the staff member or supervisor should report to the Clements Library HR Director. If unresolved within unit, parties involved will be encouraged to make use of U-M resources including the Office of Institutional Equity, Human Resources, HR Mediation Services, and the Faculty and Staff Counseling and		
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			<p>Consultation Office. The Clements administration will share this policy at staff meetings and post links to resources visibly in staff areas.</p> <ul style="list-style-type: none">• Make visible to visitors and researchers, through ongoing exhibits and displays, materials focused on traditionally under-represented groups in American History and DEI themes• Create communication matrix; DEI resource list for staff use• Staff visit to Arab American National Museum, staff participation in MLK Day events• Continue to promote the resources of the Office for Institutional Equity and the mediation services available for the resolution of conflicts related to DEI to all constituencies, especially new and existing staff• Integrate ongoing DEI training and actions with annual staff performance evaluations		
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IV. D. Service

Key Constituency	Strategic Objective	Measure s Of Success	Detailed Actions Planned (measurable, specific)	Group/ persons accountabl e	Resources needed (if applicable)
University campus, Clements Library Associates	Objective 1 Increase diverse attendance, and campus attendance at lectures	2010-2015 = 10 out of 45 total sponsored public events on DEI themes, about 22% -- Raise to 25%	<ul style="list-style-type: none"> Continue and expand diversity lecture topics, with outreach to appropriate teaching departments 	Membershi p Services Coordinato r, Curators,]	U Library Gallery space access
	Objective 2 Provide closed captioning for lectures and events for the hearing impaired.		<ul style="list-style-type: none"> Closed captioning of previous lecture and event videos using MiVideo 	Informatio n Technolog y Specialist	Costs TBD
Visitors, patrons	Objective 3 Update website for better access by the hearing and vision impaired	America ns with Disabilit ies Act standard s	<ul style="list-style-type: none"> Get estimate from U-M Creative on website redesign for both mobile and ADA compliance Consult with the Office for Institutional Equity on ADA compliance 	Informatio n Technolog y Specialist	Costs TBD

VII. Plans for Supporting, Tracking and Updating the Strategic Plan

The Clements Library's five-year plan will be a living plan that will grow and develop as data from constituencies points to areas of concern presently unmeasured, and as opportunities for advancement become available.

Specific actions in this plan will be linked to individual performance management goals and be included in annual performance reviews.

The planning group leads will become monitors for these programs in place and will submit annual reports to the Library Director as to progress on all fronts above, plus any additional.

Support for this plan will be solicited from all constituencies including staff, patrons, research fellows, and our peers at other institutions.

The Implementation Lead for DEI for year three will be Business Administrator Shneen Coldiron, with support from previous lead Clayton Lewis, and in consultation with Head of Reader Services Terese Austin and Reading Room Supervisor Louis Miller.