UO Libraries' 2017-2020 Diversity Action Plan: Executive Summary

December 1, 2017

The Libraries' *2017-2020 Strategic Plan: "A Trusted Partner, Advancing Knowledge"* was produced as the result of a collaborative process that incorporated library staff, faculty, managers, and administrators, as well as faculty representatives from the UO Senate's University Library Committee and student representatives from the Libraries' Student Advisory Board. Rather than address diversity- and inclusion-related goals and initiatives separately, these critical components are integrated and connected to core strategies throughout our broader plan. Thus, the Libraries' Diversity Action Plan (DAP) is a subset of diversity and inclusion initiatives from the Libraries' full 2017-2020 Strategic Plan. The DAP subset includes initiatives connected to the IDEAL Goals #1, Inclusion; #2, Diversity; #3, Achievement; and #4, Leadership.

One challenge we faced in constructing both our broader plan and the DAP was the concept of strategic initiatives falling off our plans once they were regularized as part of normal operations. For example, in our 2015-2017 plan, we enacted an initiative to implement diversity- and inclusion-related training standards connected to performance evaluations for staff. Once these standards and a process for use in evaluation were implemented, the initiative was regularized and was not included in our current DAP. We also began organizing and funding training sessions to help staff meet the standards. Yet, these activities still require planning, staff time, and funding commitments from the Libraries. How are these activities still "counted" in the current DAP at this point? We opted to exclude some of these operationalized achievements from our current DAP and yet to include others, primarily based on whether we felt the activities needed to be highlighted for upper administration.

To provide the broader context from which the Libraries' Diversity Action Plan was extracted, here are the Libraries' mission, vision, and diversity statements, a list of core values, and the major goals and strategies of the full Strategic Plan.

Mission Statement
The University of Oregon Libraries actively supports the student learning experience, enables the creation and stewardship of knowledge, and contributes to advancements in teaching, research, scholarship, and public service.

Vision Statement
The UO Libraries is a catalyst for learning, discovery, and knowledge creation, in service to the transformative power of individuals and communities.

Diversity Statement
The University of Oregon Libraries is committed to providing a culturally inclusive environment where diversity of thought and expression is valued and respected. With a more global outlook and a focus on equity in service, we strive to create a powerful learning community, a welcoming space where *all* Library patrons can access the information necessary to achieve their personal and professional goals.

Values

The UO Libraries values intellectual freedom, user-centered service, evidence-based approaches, transparency, innovation, teamwork, diversity, and integrity.

Strategic Plan Goals and Strategies*

Major Goals	Strategies		
1. Information and Knowledge: Provide significant and unique content and collections to enhance research and scholarship	Expand efforts to create, manage, and preserve relevant collections that reflect UO's research themes and programmatic strengths (1.1)	Increase the availability of open-access digital resources (1.2)	Increase awareness and discovery of existing content and collections to maximize their use and value to the researcher (1.3)
2. Student Success: Play a key role in improving student success through exemplary teaching, engagement, and faculty development	Explore and implement new ways to provide outstanding instruction and academic support (2.1)	Bring library expertise and unique content to university initiatives and specialized courses, designed to develop students as creators and critical thinkers (2.2)	
3. Research and Engagement: Engage with diverse partners to fuel discovery and create new knowledge	Strengthen the Libraries' involvement in the research process, from discovery and creation, to access and preservation (3.1)	Enhance the Libraries' involvement in and support of digital scholarship across all disciplines (3.2)	Strengthen the Libraries' provision of data services related to disciplinary teaching, learning, and research (3.3)
4. Learning Environments: Create and support interactive learning environments to advance learning, inspire creativity, and build community	Set direction and improve the Libraries' provision of academic technology services, to enhance scholarship, teaching, and student success (4.1)	Create and maintain experiential, flexible, and inspirational environments in support of the Libraries' mission (4.2)	
5. Organizational Excellence: Strengthen the Libraries' ability to sustain and support essential programs and resources for the University	Increase fundraising and explore new revenue streams (5.1) — Improve the Libraries' sustainability and effectiveness, by exploring and implementing new financial models and network-level approaches (5.2)	Continuously improve the Libraries' organizational structure, policies, and processes, using evidence-based decision-making (5.3)	Foster user-focused innovation and experimentation throughout the Libraries (5.4)

*Note: Strategies are cross-referenced in the Libraries' Diversity Action Plan under the "Tactics" column.

2017-2020 UO Libraries Diversity Action Plan
Version: 12/1/17

GOAL #1 (I: Inclusion): Create an inclusive and welcoming environment for all.

School, College, Research, or Administration Strategy 1 – Create a more welcoming, respectful and inclusive climate for all.

Tactics	Target Measures	Resources to be used for this tactic	Name and title of lead personnel	Timeline
1.1.1 Ensure collections are usable by more than just sighted and hearing patrons: Incorporate accessibility as a criteria in platform evaluation by changing boilerplate licensing terms and implementing remaining accessibility features in HathiTrust (initiative 1, strategy 1.3)	As of Spring 2017, criteria now added to our licenses. *Metric*: More licenses signed with this provision than signed previously. HathiTrust implemented and search guide completed in 2017. Mary Galvin and Ann Miller completed accessibility access/process in Fall 2017. *Metric*: More students with disabilities know about resource and use it	$20K per year from Proctor gift fund	Ann Miller (Head, Collection Services), Mary Galvin (Systems Librarian), HathiTrust Implementation Task Force	High priority: 2017-2018 (underway)
1.1.2 Create a structure for reaching out to specific student groups, emphasizing Native American Student Union, Nontraditional Student Union, and the LGBTQ Alliance, with an aim to increase awareness of library resources and services (initiative 7, strategy 2.1)	Letter going out to affinity groups Fall 2017. *Metric*: Number of student groups working with liaisons increases	Library Diversity Committee; Subject Specialists	Patrick Moore (Human Resources Manager), Library Diversity Committee, Research and Instructional Services	High priority: 2017-2018 (underway)
1.1.3 Strengthen the alliance with JSMA and other partners (UO GLAM Alliance): 1) if funded, carry out Mellon project "Leveraging GLAM Assets"; 2) create an art plan for libraries and make inspirational and interactive art available in various locations also connected with the IDEAL framework), 3) coordinate with DEI to document this effort (initiative 2, strategy 3.1)	Submitted NEH grant proposal for GLAM data and discovery proposal – Proposal not funded in 2017; Jill Hartz and Adriene Lim submitted proposal to Mellon Foundation for 2018-2021. *Metric*: Win grant award and implement project in 2018-2021; use diverse projects in exhibits and events	Grant funds of $300K needed; in-kind and institutional support of $100K; funding for exhibit materials and promotional costs	Adriene Lim (Dean of Libraries), Jill Hartz (Executive Director, JSMA)	High priority: 2017-2018 (underway)

Tactics	Target Measures	Resources to be used for this tactic	Name and title of lead personnel	Timeline
1.1.4 The Libraries will focus on diversity- and inclusion-related exhibits throughout all library locations to emphasize marginalized groups and voices in history, contemporary society, sciences, etc. (initiative 6, strategy 4.2)	*Metric*: # of exhibits increasingly celebrate or highlight aspects of people, communities, or history	Events & Exhibits Committee, Communications and Marketing Faculty/staff time and funding for materials and promotional costs	Shelley Harshe (Administrative Operations Manager), Library Diversity Committee	High priority: 2017-2018 (completed: as of spring 2017, now operational)
1.1.5 Design and build an Academic Design and Innovation (ADI) Lab, including workflow and collaboration across units and event programming, with preference for projects that incorporate DEI elements (initiative 10, strategy 4.2)	As of September 2017, completion of lab and move-in during summer 2017; events programming for fall 2018. *Metrics*: Lab is completed and events and DSS projects are begun and completed	Knight Library Academic Design & Innovation Lab Planning Task Force	Amy Keene (Capital Project & AV Design Manager), Franny Gaede (Head, Digital Scholarship Services), Helen Chu (Associate Dean of Libraries, Chief Academic Technology Officer), Nina Fox (Associate Director, CMET)	High priority: 2017-2018 (underway)
1.1.6 Consider need of library resources for the new Black Cultural Center (initiative 12, strategy 4.2)	M. Watson reaching out to Student Life to inquire about planning and collaboration, November 2017	TBD	M. Watson (Associate Dean, Research Services)	Medium priority: 2018-2020 (deferred)

Describe the evaluation tool that you will utilize to measure progress and ensure accountability.
We use detailed charges and deliverables for all groups working on strategic initiatives, and then monitor whether those are delivered or not, completed or not. After the initiatives are over, we apply metrics and gather statistics in a system called LibInsight Lite and in a variety of other ways, but we will soon implement an annual process of achievement reporting that will ensure all metrics are applied and considered.

School, College, Research, or Administration Strategy 2 – Incorporate promising practices that eliminate implicit bias and combat racism as well as other forms of discrimination. Incorporate promising practices to increase equity, inclusion and inter-cultural understanding in onboarding, performance evaluations, tenure and promotion, and other unit processes and policies in ways that allow all members of the unit to thrive and succeed.

Tactics	Target Measures	Resources to be used for this tactic	Name and title of lead personnel	Timeline
1.2.1 Explore ways to increase discoverability of diversity-related resources within LibrarySearch including the development of canned searches and implementation of new facets as they are developed at the Alliance-level (initiative 2, strategy 1.3)	Facets are developed and implemented at the Alliance-level and we do not have the ability to create new facets at the institution level, but we can turn on ones that the Alliance has created. We can track development of new facets through the Norm Rules Working Group, of which Kelley McGrath is a member, and implement when appropriate.	Integrated Data and Systems Team	Mary Galvin (Systems Librarian), Kelley McGrath (Metadata Management Librarian)	Medium priority: 2018/2019 (deferred)
1.2.2 Enact a special project that will process and make more accessible selected diversity-related collections and exhibits in the Libraries (e.g., PCUN collection, Lesbian Lands, etc.) (initiative 8, strategy 1.3)	*Metrics*: PCUN digital collection grows in number; collections are increasingly used in teaching, learning, and research	$10K for curating publicly available audiotapes and selected copyright/primary research (transcription, digitization, outsourcing)	David Woken (History and Latin American Studies Librarian), Nathan. Georgitis (Archivist for Digital Collections)	High priority: 2018-2019
1.2.3 Form an open education/ open textbooks/OER task force to 1) devise recommendations for level of library advocacy and action in promoting, curating, and creating OER for users (perhaps in collaboration with OSU and PSU), and 2) consider joining the Open Access 2020 movement (https://oa2020.org/roadmap/), focusing only phases one and two at this stage (initiative 6, strategy 2.1)	No capacity for this in AY2015-2016, 2016-2017. Decided to defer until the Leganto Task Force report is completed (see initiative 1.3.7).	Partner with UO Bookstore or others? Ways to leverage Canvas? Costs yet to be determined. Staff time from CMET, DSC, and RIS. Undergraduate Studies	Proposed leader: Franny Gaede (Head, Digital Scholarship Services)	Medium priority: 2018-2019 (deferred)

Tactics	Target Measures	Resources to be used for this tactic	Name and title of lead personnel	Timeline
1.2.4 Participate in UO Senate Course Evaluation Task Force (initiative 17, strategy 2.1)	TBD	TBD	Nina Fox (Associate Director, CMET), Helen Chu (Associate Dean of Libraries, Chief Academic Technology Officer)	High priority: 2017-2018 (not yet initiated because campus-level initiation is needed)
1.2.5 Carry out a project related to the public artworks of the Historic Knight Library to serve as catalysts for more dialogue about the marginalization of specific groups in society, and for the creation of new knowledge within the UO community. The project will: 1) fulfill a need to provide more substantial, consistent information about the art and architecture of the historic Knight Library; 2) enhance the community's understanding of the works' historical origins, background, and meaning; and 3) allow for the presentation of contemporary responses to the works (initiative 2, strategy 2.2)	Phase 1: February through May 2017, completed; Phase 2 (originally May-December 2017) deferred until Winter 2018; and Phase 3: Fall Term 2018. As of Spring 2017, digital resource published. Phase 1 completed. Note: we need recommendations for protection and preservation of public art *Metrics:* Phase 1 Resource Guide created and sees substantial usage over the next three years. Phase 2 commissioned works are made available and are displayed and appreciated by the community, per qualitative data. Phase 3 symposium held and receives satisfactory evaluations from participants.	$5000 from A. Lim's Knight Stipend ($2500 for honorariums, and rest for promotional materials and speakers' event)	Ed Teague (Head, Design Library, and Portland Library and Learning Commons), Knight Library Public Art Task Force members	High priority: Winter 2018

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GOAL #2 (D: Diversity): Increase the representation of diverse students, faculty, staff, and community partners at all levels of the university.

School, College, Research, or Administration Strategy 1 – Incorporate active recruitment strategies, processes to eliminate conscious and unconscious bias, and other promising practices to recruit diverse staff, faculty, administrators, undergraduate, and graduate students from traditionally under-represented communities.

Tactics	Target Measures	Resources to be used for this tactic	Name/title of lead personnel	Timeline
2.1.1 Through setting of recruitment and hiring standards, the Libraries will incorporate issues of equity, implicit bias, and cultural understanding in all HR initiatives such as searches and onboarding for all employees, including library faculty, staff, administrators, and student assistants (initiative 6, strategy 5.3, 2015-2017 plan)	*Metrics:* All staff/faculty leading search committees will have taken implicit bias training; onboarding improved; diversity in recruitment pools increases	TBA	Adriene Lim (Dean of Libraries), Patrick Moore (Human Resources Manager)	As of Spring 2017, recruitment and hiring standards changed; 2018-2019 will work on onboarding improvement (high priority)

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School, College, Research or Administration Strategy 2 – Use promising practices and effective strategies to retain diverse staff, faculty, administrators, undergraduate, and graduate students from traditionally-underrepresented communities.

Tactics	Target Measures	Resources to be used for this tactic	Name/title of lead personnel	Timeline
2.2.1 Ensure that newspapers from minority communities in Oregon are included as a part of this program [refers to implementing new digital strategies to preserve Oregon newspapers], including racial and ethnic minority publications and queer publications (initiative 4, strategy 1.2)	*Metrics:* Racial and ethnic minority community newspapers have been represented in the digital newspaper collection to the extent possible, dependent upon grant and donor funding sources and copyright issues. As of September 2017, report is ready for review by Administrative Team	Cost analysis ready to be presented to Library Administration early Fall 2017; time from Collection Services	Helen Chu (Associate Dean of Libraries and Chief Academic Technology Officer), Francis Gaede (Head, Digital Scholarship Services), Digital Scholarship Services	High priority: 2017-2018 (underway)

Tactics	Target Measures	Resources to be used for this tactic	Name/title of lead personnel	Timeline
Not in plan, but included here to highlight already completed, operationalized initiative: Library Administration and Library Diversity Committee continue to plan and implement smaller-scale activities and events to enhance diversity and inclusion climate within the Libraries	*Metrics:* Number of events, sessions, and number of library staff/faculty participants increase, with positive evaluation ratings received	Variable, depending upon activities	Patrick Moore, HR Manager and leader of the Library Diversity Committee; A. Lim, Dean of Libraries	2017 and ongoing

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GOAL #3 (A: Achievement): Facilitate access to achievement, success, and recognition for under-represented students, faculty, staff, and alumni.

School, College, Research, and Administration Strategy 1 – Eradicate any existing gaps in achievement between majority and under-represented students, faculty and staff in graduation rates, tenure and promotion, professional opportunities, leadership opportunities and recognition.

Tactics	Target Measures	Resources to be used for this tactic	Name and title of lead personnel	Timeline
3.1.1 In alignment with UO's forthcoming accessibility policy, increase efforts to meet accessibility and language needs, including video captioning (explore proprietary and crowd-sourcing), and web accessibility (initiative 2, strategy 4.1)	Systems has begun work to improve the accessibility of sites and platforms supported in Systems; and Libraries will focus next on DSC support applications, CMET captioning, and more accessibility in library web development. *Metrics*: accessibility testing improves, availability of services and resources increases; captioning policy and processes change to foster increased captioning across campus	TBD	Holli Kubly (Web Services Librarian), Tyler Stewart for web (Library Applications Development Coordinator), Stan Hall for captioning (Manager, CMET Classroom Technology Support, Interim Manager, video and streaming services)	High priority: 2017-2018 (underway)

Tactics	Target Measures	Resources to be used for this tactic	Name and title of lead personnel	Timeline
3.1.2 Consider creating a Student Success Summit that would include advising, career center, undergraduate studies, OPAA, instruction, and educational technology, focusing in particular on vulnerable students from underprivileged or disadvantaged populations (initiative 4, strategy 2.2)	Held planning sessions with partners Fall 2017. *Metrics:* Summit occurs in Spring 2018, and established outcomes are met per participants' ratings	Library contributed $1,500, but rest of budget created from other units' contributions	Adriene Lim (Dean of Libraries), Helen Chu (Associate Dean of Libraries and Chief Academic Technology Officer), Undergraduate Studies, and planning committee	Medium priority: 2017-2020 (underway)

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School, College, Research, and Administration Strategy 2 – Increase faculty, student, staff, and alumni participation (with special focus on groups that are currently under-represented) in global leadership experiences, research, professional development opportunities, and scholarships (e.g. Rhodes Scholar and Marshall Scholar competitions) as well as other prestigious awards and recognitions.

Tactics	Target Measures	Resources to be used for this tactic	Name and title of lead personnel	Timeline
3.2.1 Create Student Advisory Board, ensuring diverse membership, with byproduct being an infrastructure created for User Experience through incorporating student board members in paid EAUX Team's Evaluation/Assessment work. The EAUX team has been charged with focusing on groups from marginalized populations" (initiative from 2015-2017 strategic plan)	*Metrics:* Student Advisory Board formed and students from diverse backgrounds hired – completed Fall 2017; UX studies conducted multiple times in Fall 2017 with students.	Student Advisory Board members are paid through development dollars	Barbara Jenkins (Subject Liaison Librarian and Outreach Coordinator), Adriene Lim (Dean of Libraries), Holli Kubly and Mary Galvin (co-leaders of the EAUX Team)	2017-2018 and ongoing

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GOAL #4 (L: Leadership): Leadership will prioritize and incorporate diversity, equity, and inclusion in plans and actions.

School, College, Research, or Administrative Strategy 1 – Develop and promote programs that support, mentor and prepare members of under-represented groups for leadership opportunities (i.e. department heads, directorships, deanships, vice presidencies, etc.) at the UO.

Tactics	Target Measures	Resources to be used for this tactic	Name and title of lead personnel	Timeline
4.1.1 Establish annual diversity-related training standards for all staff, faculty, and administrators; provide library-specific and/or customized diversity and inclusion-related training for library staff, faculty, and administrators, as needed (initiative 7, strategy 5.3, 2015-2017 plan)	*Metrics:* Training standards established and tied to performance evaluations; several diversity trainings for staff/faculty are commissioned and held throughout the 2015-2017 period, and will continue in 2017-2018 and beyond. Number of library staff/faculty participating increases.	Varies depending upon training sessions provided, but usually funded through dean's discretionary development funds	Adriene Lim (Dean of Libraries), Patrick Moore (Human Resources Manager)	2017- and now operational (completed)
4.1.2 Women in Leadership Development Planning Group – Participate in campus-level initiative to mentor and provide intensive leadership development for women leaders at UO	*Metrics:* Campus leadership program is established and outcomes are obtained, per participants' ratings	TBD	Adriene Lim (Dean of Libraries), Helen Chu (Associate Dean, CATO)	2017 and ongoing

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School, College, Research, or Administrative Strategy 2 – Utilize philanthropy and other resources to advance the work of diversity, equity, and inclusion in your unit and across the University.

Tactics	Target Measures	Resources to be used for this tactic	Name and title of lead personnel	Timeline
4.2.1 Consider enhancing or adding to campaign goals with a diversity, equity, and inclusion component (initiative 1 of strategy 5.1)	*Metrics*: Faculty fellows case statement created; this case and/or others will be incorporated as a fundraising goal; number of asks increases	None for proposal stage	Adriene Lim (Dean of Libraries), Keri Aronson (Director of Development)	Medium priority: 2018-2020 (deferred)

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