U-M Library Diversity, Equity, Inclusion & Accessibility
5 Year STRATEGIC PLAN
Academic Years 2016-2020

*With activity and outcome highlights from
academic years 2016 and 2017*

Introduction

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

What we say

The University of Michigan Library as an organization and all of its units, departments, committees and initiatives coalesce to express a commitment to diversity through various statements, declarations and documents. These statements are reflections of the U-M Library's overarching diversity goal: The U-M Library will become the place on campus that develops deep and broad skills, both individually and collectively, in manifesting diversity.
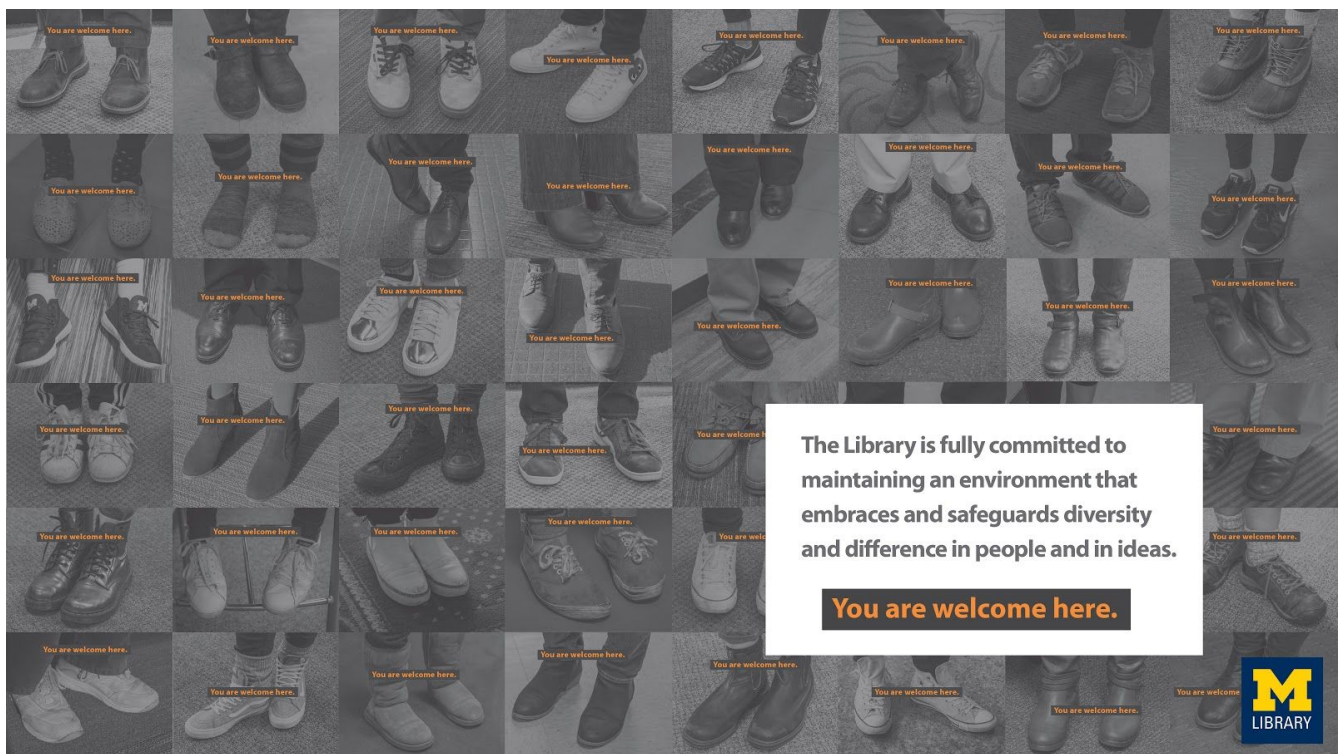
What we learn

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

What we do

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

Table of Contents

The Library is fully committed to maintaining an environment that embraces and safeguards diversity and difference in people and in ideas.

You are welcome here.

Background

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

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

Collections

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

Services

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

Spaces

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

Human Talent

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

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

Mission, Vision and Purpose

Mission

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

Outreach Vision

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

Inreach Vision

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

Purpose

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

In this purpose, we are committed to:

- **Diversity:** Increasing the presence, recognition, understanding and positive impact of diversity in the U-M Library staff, collections, exhibits, publications, services and spaces.

- **Equity:** Actively challenging and responding to bias, harassment, discrimination and inequity. We do this by meeting people where they are and ensuring equitable policies and practices of fairness, justice, equal access and equal opportunity for all persons.

- **Inclusion:** Ensuring that the U-M Library is a place where differences are welcomed, different perspectives are respectfully heard and where every individual is valued and feels a sense of belonging.

- **Accessibility:** Equitable access to our physical and virtual resources to enable full participation for all. We do this by actively understanding the needs of our communities, identifying and removing barriers, and staying at the forefront of best practices.

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

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

Strategic Planning Cycle

The Cycle of Diversity Planning

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

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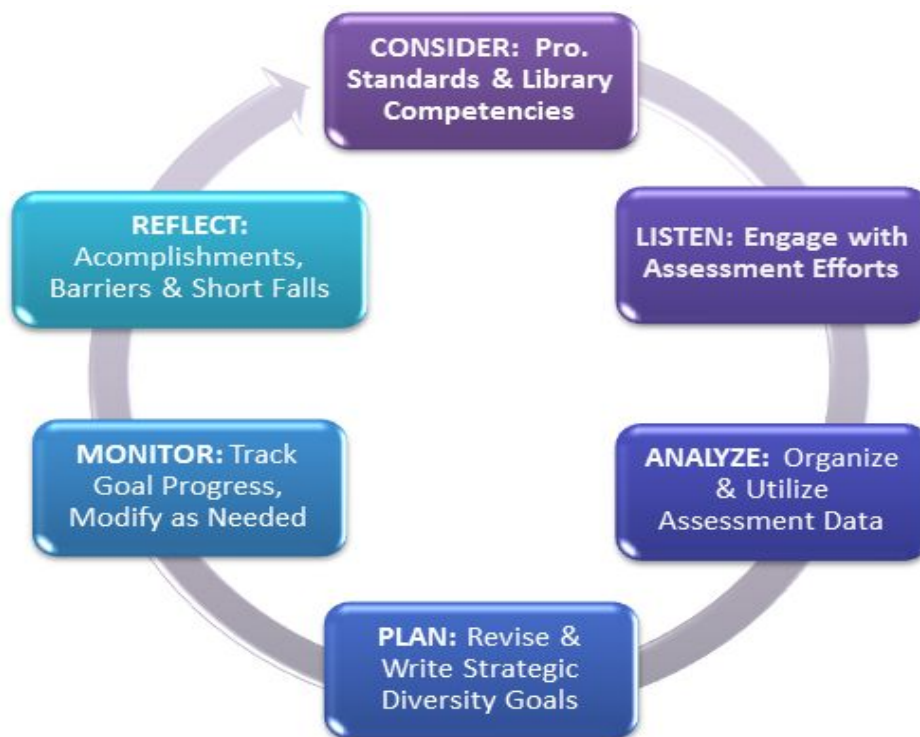
Driving Forces, Sponsors, Communication

Driving Forces

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

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

- Alignment with the [U-M Strategic Diversity Planning Team](#) goal-planning domains;
  - Recruitment, Development and Retention
  - Education and Scholarship
  - Promoting an Equitable, Inclusive, and Accessible Environment
  - Service and Leadership

- Organizational priorities and core values as expressed by the U-M Library competencies;
  - Advancing the Mission of the Library
  - Building an Inclusive Environment
  - Creative Problem Solving
  - Effective and Respectful Communication
  - Growth and Development
  - Flexibility and Adaptability
  - Leadership
  - Quality Service and Partnership

- Assessment, which requires feedback from all library constituents and stakeholders;
  - Town Halls & Open Forums
  - Climate Survey for Student Employees
  - Participation in the U-M Climate Survey
  - [Ithaka S&R Survey](#)

Sponsors

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

The Budget & Planning (B&P) **Manager Group** includes department heads for budget, human resources and communications. The B&P group ensures sound planning processes.

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

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

Communication

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

Summary of DEIA Goal Attainment in Academic Year 2017

With the help and guidance from the Library Executive Council and Diversity Council, the DEIA strategic objectives in our diversity plan were revamped to be more reflective of our overall efforts to engage a "one-library" approach. The goal was to modify the strategic objectives so that all divisions, units and individuals within the library would see their work reflected in the objectives more readily and align with these efforts more effectively. This One-Library approach to DEIA has also become reflected in divisional level goals as more of these goals are written with diversity, equity, inclusion and accessibility built into their fabric as opposed to approaching DEIA work only as an isolated effort. The result is eleven DEIA strategic objectives within four domains that are broad enough to be meaningful across the entire library, yet specific enough to generate clear action steps. In addition, yearly success measures or desired outcomes were added to each objective.

Beyond modifying the approach to DEIA, the U-M Library also made some clear progress with initiatives, programs and processes. Some key accomplishments toward DEIA goals include the following:

Recruitment, Development and Retention
- The Sharing Across One Library Team was formed out of previous efforts from the Staff Forum. This initiative hosted several "one-library" events including sharefest and a continuing newsletter spot.
- Library HR initiated a salary retention program aimed at bringing salaries across the library into equitable, market supported ranges.
- The Employee Rewards Program was assessed and revamped to become more robust in the 2018 academic year.
- The U-M Library joined the ACRL Diversity Alliance and has started the 2018 Academic Year with three Resident Librarians.
- A library student employee climate survey was developed and administered. With a 30% response rate, the data gathered will help inform student employment decisions moving forward.

Education and Scholarship
- Taubman Health Sciences Library Informationists began the construction of a research guide specifically providing DEIA resources to the health science campus.
- Coordinated through the Shapiro Library Design Lab, the U-M Library hosted two government data rescue events during Endangered Data Week.
- The U-M Library hosted parts of the 2017 Africa-China Conference.
- Library Diversity Council and the Emergent Research group co-hosted a public conversation about how to address disparities in the quality of education.
- The Asia Library took the lead on building and hosting a high profile conference and an exhibition on dance in East Asia.
- A support and idea group was started among educators in the library after being awarded a CRLT grant for inclusive teaching.
- Six Librarians traveled to China to meet with librarians and officials of Fudan University and Shanghai Jiaotong University to strengthen collaborations.
- An Inclusive Instruction Toolkit was created and launched as a resource to help library instructors evaluate and improve the accessibility and inclusiveness of their teaching.

Inclusion, Equity and Accessibility

- The library brought facilitators from the U-M Spectrum Center into the library to deliver an Ally training to 20 librarians and staff members.
- The U-M Library served as host to several DEIA programs sponsored by various U-M groups including a symposium on immigration, a MESA sponsored film exploring socioeconomics among African Americans, a panel discussion focused on lessons from the Qur'an, a Queer Lives and Intimacies panel, a lecture on Islamophobia sponsored by the Institute of Social Policy and Understanding and a panel discussion on the intellectual history of black women.
- The Emergent Research group hosted a research presentation exploring the gender leadership gap in the U.S.
- U-M Librarians and library staff created and implemented a number of DEIA related programs within the library aimed at building intercultural competencies within the ranks of the library. Some of these programs include the IDEA Lab, the All About Chinese Names workshop and the Social Justice Planning workshop.
- The U-M Library created and released a new collection of resources that will support the efforts of authors, editors, publishers, and arts organizations seeking to make their publications and collections more accessible to people with visual impairments and other print disabilities.
- Some DEIA focused exhibits over the year included
  - Women in War: Wartime Posters from Vietnam, 1955-1975
  - Photographic Multiculturalism
  - What We Carried: exploring the Refugee Crisis in the U.S.
  - Native American Heritage Month digital exhibit
  - Coming Out Day digital exhibit
  - LGBTQ+ Pride Month digital exhibit

Service and Leadership

- Librarian Charles Ransom presented on the U-M Diversity Strategic Planning process at the National Conference on Race and Ethnicity.
- Librarian Karen Downing was inducted into the Diversity Scholars Network.
- Librarian Angie Oehrli received the 2017 American Library Association Instruction Recognition Award.
- Librarian Gurpreet Rana was awarded the Medical Library Association's International Service Award.
- Librarian Alexandra Rivera, a member of the Joint Council of Librarians of Color, was an invited speaker for the National Digital Stewardship Residency program.
- Jeff Witt, Diversity and Inclusion Specialist, was inducted into the New Leaders Academy.
- Librarian Patricia Anderson's original poem was accepted into the online collection of poetry reflecting on the Orlando Pulse nightclub shooting.
- Richard Adler, Coordinator of the Service Hub made significant contributions to the Digital Public Library of America on behalf of U-M.
- Librarian Patricia Anderson was one of the 2017 recipients of the U-M Distinguished Diversity Leader Award.
- Jasmine Pawlicki, User Services Assistant, contributed to the U-M Daily exploration of Native American representation at U-M.
- Librarian Helen Look served as a Jury Chair for the Asian/Pacific American Awards for Literature 2016/2017.

Assessment

The U-M Library Diversity Strategic Plan is informed by assessment of key library constituencies. Specific efforts will be made to listen to them, identify key opportunities for improvement, gather deeper-level information, and use this information for continuous improvement. Key constituencies include the U-M Library community, the U-M community and our local, regional, and global communities.

User Research Guidelines for Improving Library Services

This guide will help library staff understand what types of user research they can easily carry out to improve existing services and inform new initiatives. Library staff interested in conducting user research have several options not requiring review or IRB approval.
Ben Howell, Accessibility Specialist in User Experience, Library IT, bnhowell@umich.edu

Key Findings, Academic Year 2017

Brightspot Study

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

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

Library Student Employee Climate Survey

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

- Generally, most respondents showed support for DEI initiatives in the library workplace and at UM in general. However, 23% of the respondents agreed or strongly agreed that there was/is too much emphasis placed on issues of DEI within the library.
- 8% of the respondents report having experienced or observed harassment/discrimination of any kind at the library. 98% of these respondents report that the harassment or discrimination come from student and non-student patrons.
- The most frequent type of harassment /discrimination experienced or observed had to do with political affiliation (0.08%) and sex (0.15%).
- The overwhelming majority of the responding student employees express seeing value in working with students who are different from them in many ways. The only notable point of some discomfort was in political affiliation in which 0.28 % of the respondents disagree or strongly disagree that they see value in working with students who are different in politics.

Ithaka S+R Demographic Survey of Academic Libraries

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

Key Findings, Academic Year 2016

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

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

The U-M Library as an Inclusive and Safe Place For All
Increase the impression that the library is open and welcoming to students from underrepresented groups. Identities that were specifically mentioned were religious diversity, older adults and language diversity.

Diversifying the U-M Library Workforce
Recruitment, hiring and onboarding practices were mentioned. Search committee and hiring manager practices were also mentioned as areas of focus.

Communication
Internal communication was primarily mentioned. Respondents also indicated a need to circle back to those who participate in surveys to let them know they were heard.

Diversity Focused Events and Programming
Several participants suggested that the library increase DEI programming both in terms of internally generated programs and collaborative programming.

Service & Space
Issues of way finding, accessibility and creating more space for group projects were mentioned.

Climate and Culture
Cultural recognitions and celebrations were mentioned several times with a general interest in recognizing a broader range of cultural and religious dates and events.

Accessibility Assessment Task Force Report Summary, June 2016

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

Staff Survey

Our survey, completed by almost half of full-time staff members, identified the areas of responsibility in which staff need accessibility training. The survey indicated that accessibility training is widely needed and desired in core areas of responsibility (those performed regularly by many staff) and specifically needed and desired in specialized areas (those performed regularly by fewer staff and rarely by many staff). These staff training needs are reflected in our recommendations for training.

The survey also assessed individual staff competency to support accessibility (based on self-assessment). Half of staff said they are currently taking responsibility for accessibility concerns, and the vast majority of Library staff said they are aware of accessibility concerns and desire to grow professionally to better promote accessibility.

User Interview

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

Environmental Scan

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

Strategic Objectives & Action Goals by Domain

Domain: Recruitment, Development and Retention

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

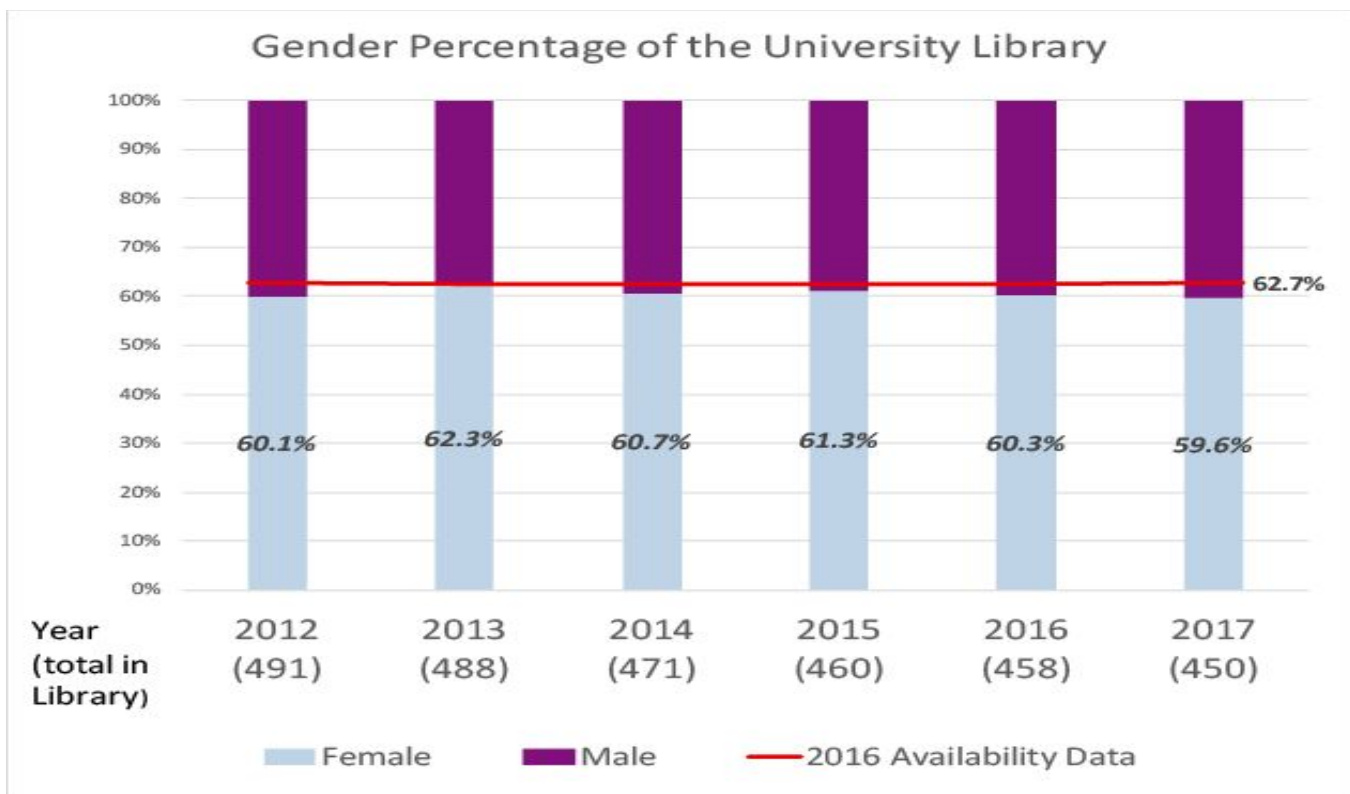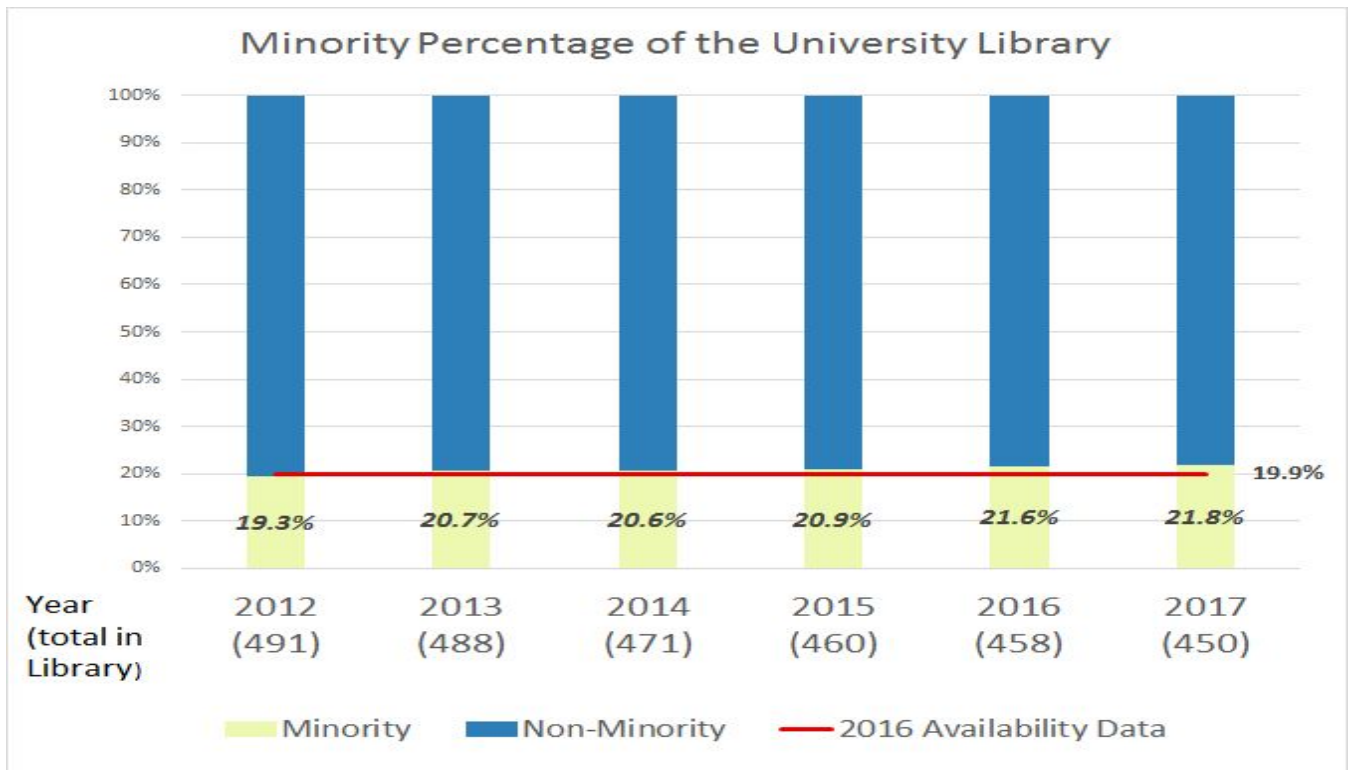### One-Library Strategic Objective

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

Action Goals

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

Related Information

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

Minority Percentage of the University Library

Year (total in Library)	2012 (491)	2013 (488)	2014 (471)	2015 (460)	2016 (458)	2017 (450)
Minority	19.3%	20.7%	20.6%	20.9%	21.6%	21.8%

2016 Availability Data: 19.9%

Legend: Minority, Non-Minority, 2016 Availability Data

Gender Percentage of the University Library

Year (total in Library)	2012 (491)	2013 (488)	2014 (471)	2015 (460)	2016 (458)	2017 (450)
Female	60.1%	62.3%	60.7%	61.3%	60.3%	59.6%

2016 Availability Data: 62.7%

Legend: Female, Male, 2016 Availability Data

Domain: Education & Scholarship

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

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

One-Library Strategic Objective

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

Action Goals

1. Actively encourage, support and promote research and scholarship in areas related to diversity.
2. Create strategic partnerships to engage with and support the diversity efforts of UM colleges, schools, units and health system.
3. Create and cultivate inclusive learning environments that accelerate self-agency through outreach, programs, events and services responsive to learner, researcher, and scholar needs.

Domain: Equity, Inclusion and Accessibility

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

One-Library Strategic Objective

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

Action Goals

1. Provide equitable and reliable internal and outreach communication.
2. Ensure that library spaces, services, programs and collections are inclusive and welcoming for all users.
3. Make technology choices that hold accessibility as a core value.

Domain: Service and Leadership

Domain Defined

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

One-Library Strategic Objective

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

Action Goals

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

Yearly Goal Attainment and Accomplishments

Academic Year 2016

Academic Year 2017

Signature Ongoing DEI&A Initiatives

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

Accessible, Quiet Space Study Carrels

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

Accessibility First Program

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

Amity Committee

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

Association of Research Libraries (ARL) Diversity Initiatives

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

Comprehensive Studies Program

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

Customer Service Team

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

Detroit Center Program

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

Diversity Council

The 12 member Diversity Council advances the mission of the Library by providing leadership, support and development across all levels of the Library in areas of diversity and inclusion. The LDC:
- organizes, supports, and leads activities to foster cultural competence among Library staff.
- supports a positive climate and culture within the library.
- works in partnership with Library Administration to advance library goals relating to diversity.
- serves as a resource for Library staff on diversity concerns.
- supports the Diversity & Inclusion Specialist in managing the library diversity plan.

Contact: librarydiversity@umich.edu

Diversity Focused Librarians and Library Staff

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

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

Diversity Goal Writing Workshops

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

EBook Accessibility Task Force

Formed in Fall 2015, Michigan Publishing's E-Book Accessibility Task Force will assess e-book accessibility, advise, and guide implementation of practices to create born-accessible content by incorporating accessibility at the earliest stages of the final release of a project. The Task Force consists of members across all units of Publishing and also includes the Library's Accessibility Specialist. Its immediate deliverables include:
- Technical guidelines for production staff and vendors creating ebook file formats
- Guidelines and best practices for authors and editors creating and shaping book content
- Accessibility audit of selected e-books across subject areas
- Recommendations and timeline for implementing new guidelines and processes
- Pilot new guidelines on Corporealities: Discourses of Disability series titles, with other titles following shortly after

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

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

Future Information Graduates Group

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

Global Health Initiatives

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

Global Information Week

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

Instruction Steering Committee

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

International Student & Scholar Orientation

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

Library Engagement Fellows

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

Martin Luther King Day Committee

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

Mentoring Program

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

Michigan Library Scholars

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

MoSAIC

*Mo*vies, *S*upper, *A*nd *I*nsightful *C*onversation! Is a diversity-themed cinema club bringing library employees together to view films, eat some grub, and hold informal conversations on the films. While library employees are specifically invited, but movie viewings and discussion meetings are open to anyone in the UM community.

Peer Information Counseling (PIC)

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

Promotion Review Committee (PRC)

The PRC works closely with Library Human Resources in tasks associated with the classification of librarian staff that request promotions *(with the exception of the University Librarian, and Assistant and Associate University Librarians)*. The PRC supports librarians requesting promotion through training, advocacy and process guidance.

Research Guides Related To DEI&A

The library creates and supports several research guides including some that are diversity focused. Diversity focused guides include:

- Women's Studies**:** Designed to help users find relevant materials for research relating to women and gender.
- Multicultural Studies**:** Selected resources useful for conducting research on Multicultural Studies. This includes, African American Studies, Latino or Hispanic American Studies, Native American Studies, and Asian American Studies.
- Interracial Resources: resources on topics relating to interracial people and relationships
- LGBTQ Health Resources: A guide to help users find health information relating to the Lesbian, Gay, Bisexual, Transgendered and Queer communities.
- LGBTQ Studies: This guide will help users find relevant materials for research relating to Lesbian, Gay, Bisexual, Transgendered and Queer communities.
- Jewish Heritage Collection: The Jewish Heritage Collection is a unique assemblage of artwork, books, printed ephemera, and objects of everyday and religious significance
- Religious Studies: Important resources for the study of religion at the University of Michigan
- Global Health: A collection of resources related to the many facets of global health.
- Health Disparities: Resources on health disparities in the United States.
- International Studies: Organized by country or global region.
- Taubman Health Sciences Library: Diversity, Equity, Inclusion, and Access: **NEW in 2016!** practical resources that Michigan Medicine faculty can use to incorporate diversity into their teaching
- Cultural Competence: **NEW in 2016!** Resources that help to increase intercultural awareness and competencies for traveling abroad and living among culturally diverse populations.

Student Engagement Program Mini Grants

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

Therapy Dogs in the Library Program

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

Washtenaw School District Transitions (WISD) Young Adult Program

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

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