Library Diversity Plan

December 5, 2014

Prepared by the Library Diversity Taskforce

Members of the Library Diversity Taskforce who contributed to this plan: Melinda Beland (chair), Cindy Bancroft, Dr. Michael Blackwell (Director of the Center for Multicultural Education), Jessica Cruz, Thomas Kessler, Leila Rod-Welch

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The University of Northern Iowa defines diversity as:

> **The rich differences that people bring to the University of Northern Iowa community. It can refer broadly to culture, identity and ideology, or more specifically to age, gender, race, ethnicity, sexual orientation, religion, ability, gender identity, socioeconomic status, political affiliation, marital status, national origin, or veteran status. Diversity is a dynamic concept, shaped by history, and changing as our understanding of the world and its people evolves.**

The University's diversity vision is:

> **… a more welcoming community that celebrates the unique contributions of each person. To this end, we strive to remove obstacles that impede equal opportunity, to embrace vigorous and open dialogue in the search for understanding across differences, to promote cultural plurality and social justice, and to treat each person with respect and dignity.**

The University's diversity mission is:

> **To create and maintain an inclusive educational environment which prepares students to thrive in a diverse, global environment.**

In order for the Library to align itself with the mission of the University it needs to make diversity a strategic priority. The University's strategic priorities are to:

- Educate all students to ensure that they are prepared to live and work successfully in a diverse world
- Enhance the diversity of the student body
- Enhance the diversity of the University's workforce
- Maintain a welcoming and supportive environment for all
- Promote success for students, faculty, and staff who are in the minority
- In order to make progress on these strategic priorities, we must commit ourselves to:
  - Institutionalize our planning and assure persistent attention to goals
  - Allocate financial resources to align with our efforts
  - [Measure our progress](#) and routinely report outcomes to the community
  - Develop and maintain meaningful collaborative relationships with communities and community organizations
  - Enhance faculty and staff professional development on matters associated with diversity

      ○   Communicate publicly about our initiatives, and recognize contributions that are exemplary

To pursue these University goals proactively, the Library must make significant changes and establish ways to monitor its progress. This requires a holistic approach that reframes a team's vision in concrete realizable goals that can be achieved only through synergy and cooperation among peers.   As the Library strives to become the heart of the campus community, we have a great opportunity to model diversity for the University.

The Diversity Task Force has identified eight major areas that the Library should focus diversity efforts in order to better align ourselves with the University's strategic priorities:

- **Climate and Culture:** *Proactively develop a welcoming, diverse and multicultural workplace community*

- **Employee Training and Development:** *Take measurable steps toward increasing staff accountability toward being able to create, work and serve in a diverse workplace environment*

- **Leadership:** *Establish Rod Library as a diversity leader within the University*

- **Recruitment:** *Actively recruit and hire a diverse workforce within the Library*

- **Retention:** *Foster a community environment that encourages and supports individual contributions and is open to ideas from all*

- **Instruction and Curriculum:** *Highlight and promote Library resources that support diversity related study and research*

- **Collections:** *Develop collections which support study, research and programming by diverse population throughout the university and community*

- **Physical Space:** *Provide a facility that creates a welcoming, accessible and inspiring environment for all members of the community*

In order to accomplish these recommendations the Diversity Task Force offers the below ideas for implementation.

Climate & Culture

Recommendation: Proactively develop a welcoming, diverse and multicultural workplace community

Implementation:
- Create a permanent diversity committee compiled of Library and University members to coordinate Library diversity efforts and programming
- Develop a system of individual accountability to the success of the Library as a whole
- Develop an atmosphere of trust and cooperation by studying and implementing best practices in the workplace communication
- Provide training to supervisors and staff on the variety of individual communication, management, and working styles
- Have supervisors empower individuals to perform their necessary tasks autonomously

Employee Training and Development

Recommendation: Take measurable steps toward increasing staff accountability toward being able to create, work and serve in a diverse workplace environment

Implementation:
- Incorporate into individual job descriptions, as well as goals and objective statements, the responsibility of staff for ongoing diversity education, training and development
- Create a diversity component implementing these guidelines into annual reviews
- Charge supervisors with having diversity related conversations with their direct reports
- Have the diversity committee host employee development sessions
- Partner with community groups for diversity training
- Implement employee development with an average of 4 hours/ month for participation in diversity related programing including but not limited to: workshops, lectures, presentations, film-series, book discussions, and or classes

Leadership

Recommendation: Establish Rod Library as a diversity leader within the university

Implementation:
- Employ a workforce reflective of an increasingly diverse and pluralistic population and societal demographics
- Intentionally build and foster relationships with, and highlight Library resources to, other campus and community groups
- Provide a space within the Library for diversity programming and activities
- Collaborate in diversity Programming with other campus and community groups
- Identify, highlight and share information about community diversity efforts
- Create and promote a method for continual feedback and suggestions on how we can better serve our patrons

Recruitment

Recommendation: Actively recruit and hire a diverse workforce within the Library

Implementation:
- Hire an HR coordinator whose responsibilities include mediating conflicts, coordinating training and enforcing accountability for diversity initiatives
- Advertise in venues and forums that are specific to diverse populations
- Educate search committee members, supervisors and all staff on taking a more holistic or multidimensional approach in the hiring process

Retention

Recommendation: Foster a community environment that encourages and supports individual contributions and is open to ideas from all

Implementation:
- Develop and implement an orientation program for new employees
- Develop a mentor program for staff at all levels
- Create a system to utilize an uninvolved party to mediate and help resolve miscommunications and conflicts
- Compile information about community resources available to help welcome individuals to the community
- Develop a method to submit diversity initiates and ideas to be implemented

Instruction & Curriculum

Recommendation: Highlight and promote Library resources that support diversity related study and research

Implementation:
- Integrate diversity awareness into Library instruction efforts
- Conduct seminars to showcase diverse resource offerings
- Create a diversity link on the front page of the Library website

Collections

Recommendation: Develop collections which support study, research and programming by diverse population throughout the university and community

Implementation:
- Develop an authentic public image of the Library's support for diversity that is reflected in our collections, exhibits and displays
- Coordinate Library exhibits with campus activities and events to highlight and promote Library resources
- Conduct intentional collection assessment and as appropriate enhance materials for the underrepresented groups
- Intentionally identify, acquire and promote materials and resources in support of campus diversity initiatives
- Work with Collection Management on the Library's plan and policies to ensure that our collecting policies support diversity initiatives
- Develop a racial/ ethnic specific archive
- Ensure the value of diversity is represented in the unique collection's mission and vision statements

Physical Space

Recommendation: Provide a facility that creates a welcoming, accessible and inspiring environment for all members of the community

Implementation:
- Make a welcoming, accessible and inspiring facility a budgetary priority
- Provide accessible and user friendly seating, furniture, shelving and signage; including signage with symbols as well as words
- Seek professional advice to assist in making design decisions
- Survey the campus community to identify areas where inclusion can be developed (e.g., unisex bathrooms, meditation rooms, etc.) to better meet the needs of our patrons

Appendix A

UNI Resources

- Diversity Matters website: http://uni.edu/diversity/

- Diversity Definition, Vision, Mission and Strategic Priorities:
  http://uni.edu/diversity/diversity-definition-vision-mission-and-strategic-priorities

- Diversity Centers and Offices: http://uni.edu/diversity/university-centers-and-offices

- Dean of Students (see menu on the left for offices, programs and services):
  https://www.uni.edu/deanofstudents/

    o Dean of Students staff: https://www.uni.edu/deanofstudents/staff

- Iowa Center for Immigrant Leadership and Integration http://www.bcs.uni.edu/icili/

- Ethnic-Cultural Student Organizations https://cgi.access.uni.edu/cgi-bin/student_orgs/student_orgs.cgi?cid=6

- UNI Center for Multicultural Education: http://www.uni.edu/cme/front

UNI Programs

- UNI Safe Zone Ally program and training: https://www.uni.edu/deanofstudents/safe-zone-ally

- UNI-National Coalition Building Institute (NCBI): http://www.uni.edu/provost/diversity

UNI Contacts

- Sharon Silva- Diversity in Your Life staff training- 273-3111

- Jonathan Cox- Diversity in Your Life staff training

- Heather Place- Graduate Assistant LGBT Center- 273-LGBT (5428)

- Victoria DeFrancisco and Harry Brod –NCBI

- Susan Hill-Book discussions

Community Resources

- Greater Cedar Valley and State of Iowa Resources: http://uni.edu/diversity/cedar-valley-community

- Cedar Valley Citizens for Undoing Racism: http://www.cvcur.org/

- AXS Maps: Search for accessible spots http://www.axsmap.com/

- Heather Hackman Consulting http://www.hackmanconsultinggroup.org/

- Greater Cedar Valley Alliance and Chamber Diversity and Inclusion http://cedarvalleyalliance.com/cms/146/Diversity_Inclusion

- Waterloo Commission on Human Rights http://www.cityofwaterlooiowa.com/humanrights

- Crossroads Antiracism Consultants http://crossroadsantiracism.org/

Community Programs

- Cedar Valley Citizens for Undoing Racism Workshops and Quarterly Meetings http://www.cvcur.org/

Suggested Readings

- The inclusion breakthrough : unleashing the real power of diversity / Frederick Miller & Judith H. Katz. San Francisco, CA : Berrett-Koehler, 2002. *http://unistar.uni.edu/record=b2308686~S1*. This is the book Tom read from.

- Groysberg, Boris, and Katherine Connolly. "Great Leaders Who Make The Mix Work. (Cover Story)." Harvard Business Review 91.9 (2013): 68-76. Corporate ResourceNet. Web. 6 Nov. 2014. https://login.proxy.lib.uni.edu/login?url=http://search.ebscohost.com/login.aspx?direct=true&db=crh&AN=89714721&site=eds-live. This is the article Dr. Blackwell referred to.

- Derald Weng Sue, "Racial Microaggressions in Everyday Life: Implications for Clinical Practice," American Psychologist 62:4 (May-June 2007), 271-286.

https://www.dropbox.com/s/33jmg6u6zqfb6td/racial-microaggressions-in-everyday-life.pdf?dl=0
- Cedar Valley Inclusion Magazine http://issuu.com/wcfcourier/docs/inclusion-sept2011?e=1055550/2588147

- Irving, Debby. Waking up White: And Finding Myself in the Story of Race. Cambridge, MA.: Elephant Room, 2014.

Appendix B

Diversity Survey Data

Diversity Survey Results	Agree	Neutral	Disagree
Learning about people from a variety of different cultures and backgrounds is an important part of my education/work	46/55	8/55	1/55
I have confidence in my ability to effectively serve all of the Library's patron population.	43/55	8/55	4/55
Regular attendance at diversity programming should be mandatory.	27/54	10/54	17/54
My supervisor/department head supports participation in campus diversity programming.	47/54	7/54	0/54
The Library supports employee participation in campus diversity programming.	48/55	7/55	0/54
The Library is a welcoming community that encourages the unique contribution of each employee.	40/54	9/54	5/54
Rod Library provides an open environment for the free expression of ideas, beliefs and opinions by all employees.	37/55	7/55	11/55
The Library participates in hiring practices that promote diversity.	44/55	7/55	4/55
The Library provides a support system to retain a diverse staff.	22/54	23/54	9/54
The Library is a welcoming community that values the unique contribution of each patron.	45/55	6/55	4/55
The Library's collections support and promote diversity.	45/55	7/55	3/55
The Library's physical space (including decor and artwork) reflects a diverse community.	26/55	23/55	6/55
The Rod Library supports all people included in the University's definition of diversity.	46/54	5/55	3/54

Question	2013/2014	2012	2011	Never
When was the most recent diversity programming you	28/54	4/54	6/54	16/54

attended, including on and off campus?				
Training attended:				

- Iowa Safe Schools Conference - Des Moines, IA
- Latino Ball - UNI Campus
- Jumpstart
- NCBI (9)
- WPC
- LGBT programs
- Museum
- Diversity Town Hall, most recently. .
- Years ago, attended diversity awareness sessions that Tom K. co-led at the CME
- Campus events Community events NCBI Initiative
- Undoing Racism Campus of Difference
- Study Circles on Race Relations

What does a workplace that values diversity look like?

- Respect, understanding, and appreciation for each other's unique differences
- They are open to any person, and don't discriminate against, sexual differences or race
- They would have all sorts of diversity which include race, gender, and socioeconomic statuses
- Strives to better represent the cultures held/claimed within a workplace
- Diversity and inclusion are key components to an organization's success. Diversity is about who we are as individuals – what is seen and unseen. Inclusion is about enabling those differences to equally contribute. Creating an environment where diversity is valued and respected, a workplace where all employees participate in the opportunities and decision-making activities of the organization can help create a culture of inclusion. A workplace that values diversity and inclusion can better understand its customers, enhance its organizational effectiveness, can capitalize of the talents of its workforce, and can represent the communities in which it does business.
- Rod Library
- Open to all ideas/people
- PEOPLE who can do their jobs no matter their color.
- Open communication, every opinion counts, no intimidation based on any factors, collections that reflect a world-view rather than only UNI's.
- The best thing I can say is that a workplace that values diversity looks diverse. Not only welcoming to all kinds, but accommodating to all kinds.
- It looks diversified with people of many races and of both genders. It creates a safe place for people to promote their ideals and values from their cultures.
- It is a space where no employee feels to need to hide aspects of themselves as well as feeling free to contribute and participate without fear (or perceived fear) of retribution or discrimination.
- Open and welcoming to all types of people! Supports all types of learning!
- One will all types of employees
- It is a workplace where all people who enter this space are valued as human beings and treated respectfully. Communication is open and honest and we trust each other. No one has to wonder if they are being treated a certain way because they belong to one group or another. We work through issues with a win-win as our ultimate goal.
- It is a place where all are accepted and people are "aware" of others needs and wants...instead of being so narrowly focused
- It is a place where all are accepted and people are "aware" of others needs and wants...instead of being so narrowly focused
- One that doesn't exclude the groups defined above. One that welcomes contributions from all groups.
- Treat all people with the same respect
- Visible signs of diversity such as artwork, seminars, etc.

- They are accepting of every single person no matter what race they are. The environment is a safe and comfortable place to be. People don't feel judged.
- A workplace that values diversity looks like a place where people of different ethnicity works and are accepted and take into consideration their needs and beliefs.
- It has a little bit of everything and everyone. :)
- Where everyone is respected and valued for their unique contributions, and treated as valued, trusted and responsible colleagues. (Irresponsibility and untrustworthiness are not characteristics that should be valued, rewarded or protected for the sake of diversity. But trustworthiness and responsibility should be the default assumption and exceptions dealt with on an individual basis.)
- A workplace need not have a specific look to value diversity, but have a staff that not only accepts but welcomes such.
- A workplace that has a diverse group of employees that promotes diversity in events, programs, mission statement, planning and development, materials, services, and provisions.
- Equal opportunities for all
  A place where all are welcome. Where different ideas are encouraged. Where all may speak freely without immediate censure or unfavorable reaction from colleagues.

What opportunities are you aware of for the Library to embrace diversity?

- While I feel the library is good at working with divers patrons ... we still have a ways to go when working with each other. More tolerance of different ideas, more opportunities for everyone to express their opinions, and less criticism from colleagues are goals we should strive for. I need to get better on these counts myself!
- Continue to have programming like Comic Con, Zombies v. Humans, the Film series. We can invite student organizations to use our space for activities or to promote events. Staff should be "required" to attend some kind of training or program of interest that encourages learning more about campus or student issues at least once a semester. Book discussions about literature from around the world. Since we are remodeling, make the library look like we recognize the world exists outside of Iowa (we use the same colors over and over). Use artwork, maps, and patterns, fabrics that honor other cultures (or at least acknowledge they exist). We used to hire international students to work in the library but don't anymore.
- Diversity committees. Accessibility services. Multilingual brochures and way finding for intl students and ESL learners. Newspapers from various countries. Events that promote minorities and underserved populations
- The Library is the heart of the academic community, and as a result we are in the unique position to provide a compelling model for the entire campus of how to embrace diversity and integrate it into everything we do.
- The library has so many different books and other things that support different cultures. It has a lot of art that come from different places. They are always encouraging us to go to events that support our peers.
- Culture days, doing miniseries of different countries through media and literature.
- The art and museum exhibits
- Putting on a variety of programs
- We do different things for Black History Month or any of the events are open to all people.
- If a minority applies for a job, and they are qualified, they should be hired.
- Hiring practices. Continuing to encourage staff to attend workshops regarding diversity on campus
- Offer a shorter version of the campus' 4-hour or all-day diversity training for student employees and staff who cannot take the time to attend what is offered on campus now
- None
- They do not discriminate against anybody.
- The central location and student traffic give us all the opportunity we need.

Do you have specific concerns about diversity in the Library?

- No/ Not Really

- Environment wise it is very open and welcoming, but event wise or discussion there is always room for more!:)
- Yes, not enough diversity, some employees are not trained to deal with a diverse population
- It is difficult to recruit and retain a diverse staff when the socio-economic area is predominately white. Plus we are a university that caters primarily to an in-state population and we do NOT seem to do a very good job even pulling in minority students from our own immediate area.
- More cultural events should be scheduled to give staff and patrons a view of what the world outside of Iowa looks like. We need to have more employees and student assistants of color.
- The full time staff isn't diverse
- Hiring. Our staff is not diverse. When we do hire multicultural staff, they don't stay. Also, we need to look at the building and make sure it is as comfortable as possible for everyone. What are we modeling as an organization for students and the community?
- I agree that more diverse students should be hired when possible, but please, please, please, hire a student based on their abilities to do the job, not just because they are of a diverse population!
- Two primary concerns: (1) a general lack of understanding throughout the library of just how important embracing diversity is to success in the 21st Centuryacross the spectrum from the individual workplace to the global community. (2) That there is a great lack of understanding the damage done to individuals when they are (intentionally or unintentionally) disrespected and/or not affirmed or supported in the workplace.
- sometimes it has not been emphasized as much as it could be in our daily work lives. I'm glad the Diversity Task Force was formed.
- We seem to lack the more visual aspects of diversity (ethnicity and race) while we do have diversity in other aspects.
- It has taken the right steps, but more could be done in order to promote diversity in the library to a significant enough degree that the library truly represents the campus population.
- in addition to the one's mentioned in 16 ... we might want to investigate whether we are providing spaces that work for diverse groups. e.g. spaces for individual prayer
- I'm having a difficult time understanding why we are wasting so much energy on something the University is already doing. Has the University asked the library to create such a task force?

What would you like to see the Diversity Task Force address?

- Building a sense of community within the library
- hire more people of different races etc
- Help me (and possible others) understand what we can do to encourage a diverse population at UNI in terms of hiring student assistants, presenting UNI at conferences or workshops outside of UNI or Cedar Falls
- How we could bring a world-view into the Library on an ongoing basis. The museum displays are a great starting point, but our staff, students, art, and resources do not reflect diversity as a whole
- Promotion of cultural education and problems they face.
- Hiring, staff training
- The need for further diversity training, awareness and programming for staff and students.
- Training opportunities about diversity and how it impacts our work here at the library.
- More areas provided for students and staff who need meditation or prayer is definitely needed
- Talk about how speaking to some patrons with respect due to their backgrounds. (aka: don't make lgbt, racist or other comments alike around patrons. Ever.
- Working on tolerance of ideas among colleagues and encouraging input from all employees.
- Developing a culture of diversity awareness and action in the library - especially towards library employees. I do think that diversity awareness towards patrons is also important, but I think we do a better job with patrons than we do with respecting and welcoming the diversity of our colleagues. Both could be improved, though Accessibility; multilingual services (internet and collection management, and browsing and wayfinding); unique services for intl students. Events and attractions.

Other questions/comments

- Hire people that can do the job. There should be no preferential treatment given.
- I truly believe that staff or students should be hired based on their job skills, experience, and interview. Everyone should be treated the same and not hired just because of their diverse background. That being said, I believe it is good to have a diverse workforce and I have worked with diverse students and staff and they were wonderful student workers and friends. Unfortunately there is also a flip-side, I have seen a few instances where a diverse student was hired only because of their diversity, which became obvious when they were lacking the skills needed for the job, which is not a good employment practice either.
- The work of your committee is important. Thank you for your efforts
- The concept of mandatory diversity training is extremely offensive to me

Surveyed	Student	Staff	NA	Total Survey
I am a:	22	21	12	55

Appendix C

Diversity Town hall Notes, November 5, 2014

1. **How can we as an organization improve how new hires are received into the Library?**

   ➢ Department level meetings with new hires.
   ➢ Don't cram all of introduction to the job into 2 weeks and then do nothing.
   ➢ Mentor program; in same classification
      o For new staff, not just for faculty
   ➢ Create better administrative climate.
   ➢ Actually train them
   ➢ Inform them about resources available to them
   ➢ Orientation for all
      o How to identify what is wrong and plan to improve
      o Tours and introduction
      o Take breaks with others
      o Train/orient during longer period so it's not so much at one time
      o Photos on Rodnet so new folks can learn current staff
   ➢ A committee involved with orientation and welcoming; checking in for questions
   ➢ Offer opportunities for them to meet a variety of people

2. **From your perspective, what factors contribute toward a successful integration of a new staff member into the organization?**

   ➢ Making them feel welcome yet freedom to roam
   ➢ Employee recognition- bio page
   ➢ Show them how their position fits into the big picture.
   ➢ Some kind of social event to welcome, like the ice cream social
   ➢ Give them a sense that their work contribution and opinions are valued
   ➢ Everyone needs to buy in
   ➢ Having basic information
   ➢ Universal information
   ➢ Ask new persons what they are comfortable with, communication
   ➢ Keep checking with them on what do you need? What questions do you have?
   ➢ Feedback on their contributions
   ➢ Management, supervisors need to allow new hires to interact more without micromanagement

3. **From your perspective, what factors contribute to staff members choosing to leave the organization (other than retirement or career advancement)?**

   ➢ Organizational culture
   ➢ Ideas not being seriously considered

➢ Administrative climate
➢ Big workload
➢ Doing too much with too few people
➢ Stress
➢ Cedar Valley community not a happening place
➢ Isolation
➢ Not feeling respected or valued
➢ Not fulfilling their personal goals
➢ Not including them in initiatives outside their position, to use their skills
➢ Excessive supervision
➢ Not trusted to do their job
➢ Health
➢ Unequal treatment of all employees

4. What kinds of things could we do to better retain new hires?

➢ Survey or metric that new hires could fill out after first month or so
➢ All data collected needs to be maintained centrally by group that has authority to take action.
➢ Allow for difference
➢ Embrace differences
➢ Help them network on campus
➢ Similar practices for student retention- could we do similar things?
➢ New hire group on campus that meets regularly
➢ Let them know they matter
➢ Train supervisors
➢ Opportunity to carry out ideas
➢ Trust
  o Treat us adults that can be valued and trusted
➢ Recognize what staff needs and doesn't need
➢ Stop preferential treatment within the library and treat people the same across all status levels

Appendix D

Diversity Town hall, Group Discussion, November 5, 2014

A. Mentoring Group on all staff levels, and on all levels of the organization present
   a. Intentional, structured
   b. Ask new hires what their interests are, attempt to make a good match
      i. Ask person being mentored characteristics they would like
   c. have it beyond the library, including wider university
   d. Longer, if needed, multiple mentor options, align interests
   e. allow mentees and mentors the opportunity to change
B. New Hires:
   a. Intro email that gives a profile of the new hires, sent to all the staff
      i. Have new hires create their own bios
      ii. Perhaps on rodnet instead of public site, information/interests they wish to share.
   b. Ask new hires early about interests and involve them in committees, if they want, ask them to contribute
   c. Intentionally more socially welcoming, keeping in mind to reach out to those isolated areas in the library
      i. Like lunch together
   d. New hire groups- UNI connections, meet other new hires on campus
   e. Trust new hires to do the job that they were hired to do
      i. Don't over supervise
      ii. Be aware of different supervision and communication styles
      iii. Excessive supervision
      iv. Supervisor training- won't make good supervisors, but empower the supervisors with tools
   f. Spread out learning curve and offer them more opportunities to share about themselves.
   g. Gather feedback from new hires- how's it going, system in place to actually do something with the information
      i. New people should create an invigorating environment not be shut down
C. Is there a way to communicate back from employees about feedback
   a. what is in place for people to do so, a system in place
      i. Anonymously
      ii. If you can't go to your supervisor, you can go to the dean
D. Allow people to question the norm
E. Allow everyone to speak- rules for discussion
F. Cultural messages sent- people will react differently- different communication styles
G. Be alert to the dangers of close supervision

H. More supervisor training
I. Point people to the tools needed for supervision
J. Learn about communication styles
K. Ability to evaluate your supervisor
L. Establish a safe zone to share
M. People need to know what to do with information
N. Create a culture where each of us feel valued
   a. Listen to everyone and value their interests, creating an environment where we question how things are done and allowed to fail.
      i. No matter how big or small all are valued
      ii. Improve recognition- we all contribute
   b. Trust- and allow learning through success and failures.
      i. Create a safety net for failure
   c. Showing them how they fit into the big picture of the library.
   d. An annual cultural survey for all staff members
      i. Make sure it's constructive
      ii. Gather feedback continually
   e. Eliminate the perception/actual instances of preferential treatment
O. Make orientation more intentional; structured; checklist and timeframes
   Ask person being mentored characteristics they would like
P. Contact before arrival
Q. Look at how we find mentors
R. Include mentoring in personnel files (of mentor)
S. Make orientation university wide- ex. Wellness Center, Health Center etc
T. Send out an introduction with background information to help people make connections
U. Set up lunch- have intentional social activities
V. Create opportunities for people to meet socially
W. UNI Connections program
X. Visit where others work
Y. Keep in mind the library has pockets of physical isolation

Appendix E

Rodnet Form Feedback

Your Feedback:

1. Arrange for print copies of Inclusion to be made available in the area where Northern Iowan issues are offered - here's a link to the online version: http://wcfcourier.com/app/inclusion/

You see copies of this magazine at various places around town. Rod Library could one more place for university students and employees to pick up a copy.

2. New Journal of Academic Librarianship article on "Racial Microaggressions in Academic Libraries: Results of a Survey of Minority and Non-Minority Librarians" http://www.sciencedirect.com/science/article/pii/S009913331400192X

They say this study has limitations, but they think "non-minority librarians, however, are unlikely to recognize these disparaging exchanges."

3. I think it would be good to cite respected or admired companies as authorities in suggesting diversity initiatives - my theory is that people are more likely to listen to ideas from such sources, to the extent that they are non-political. Google, and its training on diversity, might be one such admired source.

Your Feedback:

1. Share ideas from the NCBI workshops in some way - perhaps attendees could record lessons learned on the Task Force web site.

2. Identify and recommend resources on unconscious bias. For example, Google and other Silicon Valley companies are addressing their lack of diversity. Here's one I've noticed from Google about Unconscious Bias @ Work: http://www.youtube.com/watch?v=nLjFTHTgEVU

3. Another Google story, from the New York Times: http://www.nytimes.com/2014/09/25/technology/exposing-hidden-biases-at-google-to-improve-diversity.html?_r=0

"The company has no solid evidence that the workshops, or many of its other efforts to improve diversity, are actually working." However, they are trying. One little detail: They

opened a new building recently. Someone noticed all of the conference rooms were named after male scientists...the names were changed. Perhaps Rod Library could name some rooms after a diverse group of scientists?

4. Perhaps the task force could identify and recommend good training sources of some kind on micro-aggressions.

5. Are we able to ask our graduating student assistants about their work at the library and how they were treated and what suggestions they might have?

6. ACRL says:

The Imminent Demographic Change in Higher Education
The assumption of an 18–24-year-old age group as the traditional student will soon be a thing of the past. Research indicates that the most growth in population within the United States in the next ten years will be among Hispanics and African Americans (El Nasser and Overburg 2011). Those colleges and universities that continue to cater to the traditional student will find 3
significant challenges and difficulties with recruitment, retention, and revenue generation if they do not adapt and change. Academic librarians will need to find ways to assist their institutions with student recruitment and retention, as well as adapt their instruction and service models for more underprepared students entering the academy."

http://www.ala.org/acrl/sites/ala.org.acrl/files/content/publications/whitepapers/EnvironmentalScan13.pdf

Your Feedback:

Have you considered a job exchange to promote diversity and exposure to other administrative environments? Say library assistant for library assistant, librarian for librarian for one semester or two.

The guidelines for participation in the Diversity Town Hall Meetings would serve as excellent guidelines for all meetings.

The library needs to be open and welcoming of all new ideas and should give these ideas a chance to be implemented whenever practical or possible.

New hires should - over time - be scheduled to meet with everyone in the library.

The library needs to schedule more "welcoming" activities.

Not only should each new hire have a mentor, but perhaps a mentoring group. This group would help our new colleague to get to know the library, UNI, and Cedar Valley communities.

Library should invite each new colleague to put something about themselves on RodNet e.g. some background, interests, hobbies, etc.

The Library should encourage initiative, forgive mistakes, and encourage people to take risks. All Library staff should feel free to "fail fast" (or even fail slowly).

This Library needs to be aware of its very conservative culture. Some traditions and practices are valuable and perhaps even essential (e.g. national cataloging standards, database management, accounting practices, etc.). Yet, many of our library practices are perhaps just habits, or worse, conscious efforts to control the activities of others so as to avoid change or the need for compromise and growth.

 Perhaps inclusive activities such as the "Circle of Voices" see page 24 (section 22) of http://www.stephenbrookfield.com/Dr._Stephen_D._Brookfield/Workshop_Materials_files/The_Skillful_Teacher.pdf could be used to insure everyone gets a chance to provide input.

Appendix F

Diversity Task Force Charge

Committee Year:	**Committee Type:**
2013-2014	Ad Hoc

Charge: Provide leadership to the staff and library's community of users in promoting an understanding of diversity. Monitor how the library integrates diversity into its programs and services and suggest ways the library can build on its commitment to foster an inclusive university community that embraces and respects differences.

Specifically, to:

- Compose a library diversity plan which will provide goals and direction for a library-wide diversity program.
- Conduct an environmental scan
- Survey members of the Libraries' faculty and staff concerning our diversity needs
- Conduct a survey of current diversity initiatives in the library and across campus
- Make connections with campus experts related to diversity
- Examine the diversity initiatives other libraries are undertaking and examining their diversity plans
- Plan should (at minimum) address goals related to recruitment and retention, employee training and development, services and programs including outreach, and collections.
- The plan can offer any other recommendations the task force may have regarding promoting diversity within the Libraries
- Initiate a dialogue within the Libraries to define and examine diversity issues.
- There may be a need for a library-wide definition of diversity
- Sponsor diversity-related public events.
- In concert with the Employment Development Committee, facilitate training workshops related to diversity for library faculty and staff.

Deliverable: A written report to the Dean of Library Services which includes the details of the environmental scan, a diversity plan with goals for 2014-2015, and any other recommendations the task force may have regarding the promotion of diversity in the libraries. Report is due no later than December 1, 2014.

Current Members:	**Other Members:**
Cynthia Bancroft	Michael Blackwell, CME
Melinda Beland	**Committee Web Page:**
Jessica Cruz	Diversity Task Force
Thomas Kessler	
Leila Rod-Welch	