

**Feedback on Progress Implementing**  
***A Framework to Foster Diversity at Penn State: 2004-09***  
**University Libraries**  
**Mid-Term Progress Report**  
**Spring 2007**

The University Libraries report shows impressive continuous progress in developing and implementing strategies to foster diversity. There are proactive initiatives in academic outreach, collections acquisition, exhibits, and workforce recruitment. It is noteworthy that even with re-organizational change, statistics reflect diversity growth. It is commendable that the Libraries fosters diversity in most areas of operation and participates in University-wide Commissions. The University Libraries have become a center of inclusive community through focused efforts, and its units have been thoughtful in analyzing strategies to foster diversity. The report structure itself is exemplary and features formatted details; it identifies the most and least successful strategies and best practices in each Challenge and follows up with a section describing outcomes (titled measures). For increased clarity this part of the update could be titled "Measures and Outcomes." It is recommended that the University Libraries develop a set of metrics by which progress could be gauged.

***RESPONSE: The UL is reviewing the diversity strategic plan and developing additional metrics as necessary. Plans are in place to work with the Office of the Vice Provost for Educational Equity as needed.***

**Campus Climate and Intergroup Relations**

***Challenge 1: Developing a Shared and Inclusive Understanding of Diversity***

- ❖ It is an advancement to identify work plans that create shared understanding.
- ❖ The target goals set by the Diversity Committee are commendable; they encourage fixed responsibilities for accountability.
- ❖ Listed as a most successful strategy is that a leadership team provides necessary continuity of ongoing diversity work. This is a favorable concept.
- ❖ A least successful strategy listed in the update is appreciated; analysis of discourse and measurement is difficult. It is recommended that the Libraries add issues of diversity and inclusiveness as a common and recurring agenda item for meetings and activity reports. Hopefully this will help identify problems as well as measures for solutions developed.
- ❖ Potential best practice: orientation and diversity forum provide good affirmation of diversity commitments.

***Challenge 2: Creating a Welcoming Campus Climate***

- ❖ The University Libraries' leadership response to climate issues includes a dynamic Diversity Committee interactive with administration and departments; this is a laudable comprehensive plan.
- ❖ The list of unit-wide approaches developed is most impressive.
- ❖ Many successful strategies are labeled and could be shared with other units.
- ❖ Noted as a least successful strategy, "institutionalizing diversity in the interview process," could be addressed through the Hire Power program and training offered by the Office of Human Resources, Division of Employment and Compensation.
- ❖ The review team recognizes that a climate survey is conducted every five to six years; it would be advisable to include some climate data in future reports.

***RESPONSE: Outcomes will not be available until Fall 2007. Summary information will be included in the final report.***

- ❖ Potential best practices: description of orientation, regular climate surveys, and assessment practice all are good.

### **Representation (Access and Success)**

#### ***Challenge 3: Recruiting and Retaining a Diverse Student Body***

- ❖ Statistics on wage and work study employees are impressive; progress is reported at University Park and Commonwealth Campus Library locations.
- ❖ Collaboration efforts with Fast-Start, Lion Ambassadors and UDESIGN for assessable Web-design are excellent.
- ❖ University Libraries may wish to consider the long range "grow your own" recruitment strategy of promoting library science as a career to undergraduates; educating them on MLS degree programs and providing internships for students who pursue an MLS and finally hiring them.

***RESPONSE: Faculty recruitment is conducted from a national pool in conjunction with professional associations; therefore, it is difficult to "grow your own." The University Libraries are more proactive in hiring entry level faculty than other Association of Research Library institutions which greatly increases the diversity of the available pool. We have taken advantage of President's opportunity funds to hire one faculty member in this reporting period, one in the last reporting period and one forthcoming in Summer 2007.***

#### ***Challenge 4: Recruiting and Retaining a Diverse Workforce***

- ❖ There has been good progress on improvement in workforce diversity representation.
- ❖ The challenge to create a more diverse non-student workforce can perhaps be addressed by encouraging graduate study in Library Science, particularly for diverse students.
- ❖ ONE participation is laudable. While it is commendable that managers are encouraged to attend OHR's new Hire Power program, the review team recommends this program for all departments.

***RESPONSE: Staff supervisors are encouraged to attend OHR's new Hire Power program and expanded participation is in process.***

- ❖ It is good to monitor salary equity.
- ❖ Diversity visibility is described in outreach to campus groups and is acknowledged.
- ❖ The plan to collect statistical data on reorganized unit workforce diversity is positive.
- ❖ The update should provide more information on diversity issues listed under faculty mentoring best practice.

***RESPONSE: All faculty receive mentoring equally and the context is based on the work assignments. Faculty mentors focus attention on diversity elements within the Promotion and Tenure guidelines. Diversity is also addressed by the supervisor in the annual performance review based on Penn State guidelines.***

### **Education and Scholarship**

#### ***Challenge 5: Developing a Curriculum that Fosters Intercultural and International Competencies***

- ❖ There is good collaboration between the Diversity Committee and the Department for Instructional Programs to target goals with fixed responsibilities for accountability.
- ❖ The plan to offer training on instructional methodology to library instructors to better integrate diversity into teaching and curriculum in 2007 is noteworthy.
- ❖ University Libraries may want to consider outreach to faculty in colleges and campuses with expanded communication about diversity resources, particularly new additions.

***Response: Librarians with liaison duties to the colleges provide outreach every academic year, usually at the beginning of Fall semester and when new resources become available. As one example a Social Sciences librarian has developed an especially strong liaison relationship with the Department of African and African American Studies and has been commended for this effort by the College of Liberal Arts.***

- ❖ The budget commitment for strategies to foster diversity, including acquisitions and collection development policy statements that guide spending, are commendable.
- ❖ Potential best practices: Diversity Collection Group formation, and plans for improved diversity code usage.

**Institutional Viability and Vitality**

***Challenge 6: Diversifying University Leadership and Management***

- ❖ The participation with CORED, CFW, CLGBTE, and other diverse groups is positive.
- ❖ The University Libraries has established good collaborations and networks.
- ❖ The Library Colloquium Committee is acknowledged.
- ❖ Potential best practice: to offer faculty mentoring and encourage advancement beyond entry-level positions.

***Challenge 7: Coordinating Organizational Change to Support Our Diversity Goals***

- ❖ It was excellent to include the most, least, and best practice strategies in a formatted plan.
- ❖ There is good proactive effort to secure accountability and stable funding for diversity initiatives.
- ❖ Partnership formation with Educational Equity, the Affirmative Action Office, the Office for Disability Services, the Commissions and others, to further diversity goals is praiseworthy.
- ❖ Potential best practice: reorganization of Dean's administration to support accountability on diversity goals.