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University Libraries Strategic Progress Report on Implementing the *Framework for Fostering Diversity at Penn State 1998-2003*

December 14, 2001

This update outlines the actions taken by The University Libraries (UL) toward fulfilling the seven goals set forth in the *Framework for Fostering Diversity at Penn State 1998-2003* within the context of the Libraries in the past three years.

Introduction

The University Libraries, as with many other university-wide units (e.g., computing, extension, international office), has a complex organizational structure. It has a shared management model with campus administrators outside University Park. Thus, there may be some overlap in reporting diversity activities and statistics between Libraries and Campus College reports, as these are often shared activities.

The Libraries have locations at every Penn State campus location plus relationships with the special-mission campuses (College of Medicine at the Milton S. Hershey Medical Center, The Dickinson School of Law, Pennsylvania College of Technology, and World Campus) with a central administration at University Park. The Libraries include faculty, staff, and students at all campus locations, regardless of budget source. The information contained in this report pertains to **all** of the Libraries' locations as a whole unless otherwise specified.

The Libraries is an academic support unit to Penn State faculty, staff, and students and to academic programs of the colleges. The Libraries support instructional and research goals of University faculty, staff, and students as well as the citizens of Pennsylvania through its collections. In addition to collections, the Libraries provide outreach and service to all of its patrons through on-site reference assistance, in-class instruction, and reference assistance for World Campus students.

In addition to involvement and support with diversity initiatives within the Penn State system, Libraries' employees are actively involved in sharing information, networking and benchmarking at the national level by participation in various professional associations: American Library Association (ALA), Association of Research Libraries (ARL), Association of College and Research Libraries (ACRL), and Committee on Institutional Cooperation (CIC).

The national conference *The Challenge to Change: Diversity in Our Libraries* held in 1998, was conceived and co-sponsored by the Libraries and continues to serve as a model for biannual national library diversity conferences. Many of our diversity initiatives over the last three years have resulted from ideas generated at *The Challenge to Change*.

The past three years have been very eventful years for the Libraries. The Pattee Library and Paterno Library building project, new facilities at the Harrisburg and Berks campuses, and the

implementation of a new integrated library system to replace the LIAS CAT, which took significant staff resources, resulting in the temporary relocation and/or reduction of some services during the construction period of 1997-2000. The building projects addressed important climate issues, and the successful completion of those projects resulted in improved services to Libraries' employees and the user population.

The Diversity portion of the Libraries' strategic plan was updated in 1999 to make it consistent with the University's *Framework*. Therefore, our diversity plan now mirrors the organization of the University's plan and our goals and objectives are consistent with that format. [See Appendix I: *Appendix II from the University Libraries' Strategic Plan Update and Progress Report Dated December 1999.*]

Challenge 1: Developing a Shared and Inclusive Understanding of Diversity

The University Libraries use two complementary definitions of diversity; one developed internally by the Libraries in 1995 and one adopted from the University in 1998. The following definition was published in the *University Libraries Strategic Plan for Diversity, 1995* and remains in effect. In addition, at the Dean's Forum on Diversity in 1998, the Dean also indicated to all staff that the definition attributed to Dr. Brighton in the *Framework to Foster Diversity* was also to be used by the Libraries in consort with the 1995 definition. The Libraries' definition is subsumed under the University definition and is more specific.

University Libraries' Definition of Diversity Applicable to All Library Locations

The University Libraries provide The Pennsylvania State University communities with equitable access to all of its information resources and services. This access is guaranteed without regard to race, ethnicity, language, age, religion or spiritual beliefs, health, gender, sexual orientation, physical capabilities, or geographic origin. The University Libraries are committed to providing equal access to employment and opportunity for advancement without regard to personal characteristics not related to ability, performance or qualifications as determined by University policy or by state and federal authorities.

And, from the 1998 *Framework*:

“One of the most succinct statements about the University's diversity objectives is contained in a presentation by Provost John Brighton to the University Board of Trustees in 1993. Under the topic “What Do We Mean By Diversity,” Provost Brighton provided several descriptors:

- Reasonable representation from different minority groups
- Representation from different countries and cultures
- Reasonable balance of gender
- Diversity in curriculum content
- Climate supportive of different minority groups and cultures

This conception of diversity provides a viable foundation for official efforts to describe the University's diversity objectives”

These two definitions together comprise the Libraries' working definitions of diversity. Both documents are available to staff on the Libraries' web site, and these definitions are used to guide program activities and recruitment efforts.

University Libraries Demonstrated Understanding of Diversity and its Areas of Emphasis within the Libraries

The Libraries' administration has demonstrated and communicated our definition of diversity through library-wide policy, collection development, maintaining an active diversity committee, Dean's diversity forum and distribution of videotapes of the forum to campuses, accountability in recruitment and retention strategies, accountability through the performance evaluation process and support for:

- Research and benchmarking
- Improved physical access to facilities at both University Park and several Commonwealth Campus locations
- Participation in diversity programming both in-house and through the Office of Human Resources
- Participation in the three President's commissions: Commission for Women (CFW), Commission on Racial and Ethnic Diversity (CORED), and Commission on Lesbian, Gay, Bisexual and Transgender Equity (CLGBTE)
- Funding to attend diversity conferences and programs
- Participation in diversity initiatives in national affiliations

University Libraries Distribution of Information to Students and Discussion about the University's Diversity Initiatives

Librarians and staff at all locations participate in a variety of outreach activities with students. These include delivering instructional sessions in general education courses that meet the University's diversity requirement. Student employees are included in our diversity communiqués, and are provided with opportunities to participate in diversity activities and serve on our diversity committee. The Diversity Studies Room in Pattee Library provides rotating exhibits of materials and information related to a wide variety of diversity issues and topics.

University Libraries Distribution of Information to Faculty and Staff and Discussion about the University's Diversity Initiatives

E-mail communication across all Libraries' locations and articles in newsletters and a diversity web site are the primary methods for distributing information to Libraries' employees about diversity initiatives. Other methods include distribution of flyers, posters, displays, and exhibits. Diversity programs are made available to faculty and staff. For example: several University Park employees presented papers at the 2000 national diversity conference and repeated their presentations locally for all Libraries' employees to attend; the Dean's diversity forum was videotaped and distributed to all library locations.

University Libraries' Diversity Committee Role

The University Libraries' Diversity Committee was created in 1988 under Dean Nancy Cline. It is still appointed by the Dean of the University Libraries and is composed of Libraries' employees, (faculty, staff and students) from all library locations who are committed to the goals of diversity. Its purpose is to promote a positive attitude toward diversity and inclusion within the Libraries and to create and maintain a welcoming and respectful environment for all Libraries' employees and patrons at all library locations. The Diversity Committee has an ongoing, active role in performing climate assessment, crafting the Strategic Plan for Fostering Diversity in the University Libraries, promoting the *Framework for Fostering Diversity at Penn State*, and recommending policies and programs on diversity and inclusion within the Libraries. The Committee last updated its charge in Fall 2001.

Challenge 2: Creating a Welcoming Campus Climate

University Libraries Leadership and Visible Demonstration of Support for Diversity

The Libraries' administration has been very proactive over the past three years in addressing climate issues that impact all Libraries' employees and users. This has included continued guidance to all administrative units to ensure that the terms and conditions outlined in the University's Affirmative Action Plan are being met across all library locations. The Plan and the Fair Employment Practices policy continue to be an integral part of the Libraries overall personnel policies and guidelines. The Libraries strive to move beyond affirmative action and equal opportunity to provide a welcoming environment for all individuals and the creation of a climate in which they can thrive and be appreciated for their uniqueness as well as for what they contribute to the common good.

As mentioned above the Libraries' administration provides support for all employees to participate in diversity-related activities and initiatives (e.g., participation on the three University presidential commissions), encourages research in diversity-related topics (see Appendix IV, *Course-Related Library Instruction with Diversity Component* and Appendix VI, *Bibliography of Diversity-Related Research and Publications by Libraries' Personnel*), and an inclusive concern for climate issues and opportunities across all Libraries' locations, as tracked through climate surveys.

University Libraries Identification of Climate Issues

The Libraries conduct periodic surveys to assess diversity climate issues and provide guidance on what issues need to be addressed and the direction needed to improve the climate for all Libraries' employees and users. Under the guidance of the Diversity Committee and Office of the Vice Provost for Educational Equity, the climate survey was distributed to faculty and staff at all Libraries' locations in 2000. The final report, *Perceptions of Climate—University Libraries*, was issued in April 2001. The Diversity Committee is working on further clarifying climate issues raised in the survey and on an action plan. [See Appendix II: *Perceptions of Climate—University Libraries*, which includes the Executive Summary and Climate Assessment Questionnaire.]

Supervisory training heightened supervisors' awareness of the need to provide for open channels of communication where employees can communicate openly and honestly about climate issues of all types. Workplace behaviors are emphasized that require a recognition and valuing of differences and respect for others. The Libraries' Diversity Committee includes student representation to aid in identifying and responding to climate issues that impact the University community. Through training, communication and enhancements to the physical plant at several library locations, Libraries' staff have a heightened awareness of access issues to the facilities and services, including online access, that impacts staff and patrons with special needs.

The Libraries' Human Resources Department collects demographic data on all Libraries' employees on an annual basis, with a goal of eventually updating on a more frequent basis. The demographics are another method of gauging the Libraries success in meeting goals set forth in the *University Libraries Strategic Plan for Diversity, 1995*. (See Appendix VII for current data.)

University Libraries Response to Climate Issues

The results of the 2000 climate survey *Perceptions of Climate—University Libraries* indicated that the perception of the overall climate was positive, as the majority of survey respondents representing all library locations indicated their job sites were accepting of who they were, and the Libraries have visible leadership for diversity. However, the results of the survey also reinforced the need for the Libraries to continue to develop methods of monitoring and responding to climate issues. The Libraries could not compare the results of the 1996 and 2000 climate surveys because of differences in the survey instruments.

At University Park the Libraries continued to address sexual harassment issues by ensuring an environment where all Libraries' employees can refer their concerns. There are now two sexual harassment officers, one female and one male to make reporting and documenting of these issues, should they arise, more comfortable for the employee. Commonwealth Campus and College library employees have a sexual harassment contact person and are also welcome to contact the officers at University Park.

The design of the new Pattee Library and Paterno Library included improved physical access to the complex. Space and resources have now been allocated in Pattee Library for the "Stay and

Study Space for Adult Learners.” The facilities for Library Services for People with Disabilities in Pattee Library have been expanded to provide more space and equipment. This lab is used by the Penn State community at University Park for research, studying, taking exams, scanning, etc. Since Summer 2001, it has been the only working computer lab at University Park offering adaptive technologies. Libraries’ personnel work closely with the Center for Academic Computing and the user community to provide these adaptive technologies. Individual assistance to Libraries’ resources is provided at all Libraries’ locations. The Libraries’ web pages are currently being reviewed and redesigned to make the pages ADA compliant. An accessibility study was recently conducted on the Libraries’ catalog to measure its compliance with ADA web guidelines. A user interface study is being planned to ensure that the site meets the needs of users who access it through the use of adaptive technology. A challenge has been to get cooperation from the vendors who provide library systems resources to make major accessibility improvements.

The new library facility at Penn State Harrisburg has a state-of-the-art Assistive Technology Room. The new library itself is completely accessible to users with special needs.

As service providers, the Libraries clearly recognize the need for Libraries’ employees to effectively communicate with diverse populations of users and convey sensitivity to their needs and cultures. Employees have received training within units that includes service to Penn State’s large international student and faculty population and library users with disabilities. There is currently a planning effort underway to standardize the training across all public service units at the University Park campus, and the training program will include diversity components.

Penn State’s international students are made to feel welcome in all of our libraries. An orientation program is scheduled each semester in the Pollock Laptop Library at University Park to introduce international students to the services available and to make them feel welcome. A similar program, Smart Start, was developed by the libraries at University Park for Adult Learners and other re-entry students. Libraries’ participation in other outreach programs include Upward Bound and outreach programs and orientations to minority and international students and faculty.

The Diversity Studies Room in Pattee Library features displays featuring diversity issues and topics. The room was planned to replace the original African American Studies Room that was a part of Pattee Library. During the building project the scope of the room was broadened to represent all areas of diversity and thus better reflect the University’s and Libraries’ concept of diversity.

Penn State Erie, The Behrend College Library, displays new book purchases that emphasize diversity issues and features seasonal displays of diversity-related materials (e.g., Black History Month, Martin Luther King Day).

University Libraries System-wide and Individualized Approaches Developed to Enhance Overall Climate and Individual’s Satisfaction with the Environment

A wide range of diversity training programs and a variety of educational outreach opportunities including speakers, a brown bag lunch series at University Park, HRDC and in-house programs are made available to all employees. Special training has been offered to supervisors on workplace behavior and fair hiring practices. Due to the Pattee Library and Paterno Library building and library automation projects, there was a slight decrease in diversity events during the 1997-2000 construction period. However, the completion of the Pattee Library and Paterno Library project provides improved facilities to schedule events and displays on a regular basis. The Libraries' Diversity Committee provides a web site and is currently restructuring it into a toolkit.

Libraries' employees at all levels and all locations are encouraged to contribute to diversity outreach efforts by preparing displays and participating in diversity programming. At least 15 employees participated on the three President's commissions (CFW, CORED, CLGBTE) over the past three academic years.

There is an increased awareness of diversity and appropriate behavior at all levels of the organization. This is evidenced by survey results that show an increased awareness of what constitutes inappropriate behavior and measured evidence of fewer disrespectful remarks heard among colleagues. The climate survey showed that people who identify as lesbian, gay, bisexual or transgendered perceive the climate as welcoming. Diversity is increasingly included in every day events such as planning for special events, food in the office, access issues, etc. Further examples include:

- Penn State Altoona library maintains an up-to-date calendar of diversity events.
- The exhibits coordinator for the Diversity Studies Room in Pattee Library follows the Smith College Diversity Calendar in planning exhibits throughout the year.
- All religious holidays for the major religions are respected when scheduling meetings and events.
- Speakers are identified in programs that enrich the diversity discussion, e.g., graduate students from African and African American Studies; Charles Blockson, curator of the Temple University African American Archives and a Penn State alumnus; etc.
- Coordination of events and exhibits with the Robeson Center.

Current Rating of Diversity in the University Libraries

The results of the 2001 climate survey show improved satisfaction with the climate and diversity issues in the Libraries. The reviews show a stronger performance for the University Park Libraries than at the Campus College Libraries' locations. It is difficult to determine whether the survey responses from the Campus College Libraries reflected the climate within the Campus College library or the climate at the campus location as a whole. Further information gathering is needed to address this ambiguity.

A numeric rating without standard criteria for assessment is not a reliable method of measuring the current climate. The Libraries are committed to a continuous assessment and improvement of diversity climate issues.

Challenge 3: Recruiting and Retaining a Diverse Student Body

The Libraries is a service organization and therefore does not recruit students per se. The Libraries do participate in parent visits and orientation of new students at all locations, which are a part of student recruitment. We provide-resources and services to the Penn State student body and actively recruit a diverse student workforce. Our student employees are valued in the workplace and make a significant contribution to the Libraries and are eligible for library awards and scholarship opportunities.

University Libraries Active Engagement in Locating and Recruiting Students from Underrepresented Groups

The Libraries continued its commitment to hiring a diverse student workforce. An internal Libraries' committee at University Park, the Wage Advisory Committee, developed and implemented new procedures in August 2000 to ensure fair, equitable, and inclusive access to all part-time positions by all potential student and non-student employees. The wage/payroll applicant pool across all locations has always been diverse and the majority of part-time employees are students. Applicants with varied backgrounds, including members of underrepresented groups, are included in each applicant pool, whenever possible.

The Libraries continues to actively promote the hiring of students awarded work-study grants. In addition to the financial advantage from hiring work-study students, work-study provides the Libraries with the opportunity to further increase the diversity of our workforce at all library locations.

See "Challenge 4. Recruiting and Retaining a Diverse Workforce" for details on Part-Time/Wage Payroll employees.

Strategies Implemented by The University Libraries to Retain Students from Underrepresented Groups

The Wage Advisory Committee at University Park regularly monitors the Libraries' pay rates in relation to other departments within the University. Student employees are welcomed and appreciated in the various units of the Libraries. Undergraduate scholarships are offered to students from any library location who wish to go on to pursue a graduate degree in Library Science.

Most Successful Recruitment and Retention Strategies for Student Employees

The Libraries' Human Resources Department strives to ensure a fair and equitable hiring and promotion process at all library locations and a competitive wage structure.

Challenge 4: Recruiting and Retaining a Diverse Workforce

University Libraries Active Engagement and Success in Locating and Recruiting Faculty and Staff from Underrepresented Groups

Demographic data for the report period 1999-2001 has been provided in Appendix VII: *Libraries' Demographic Data 1999-2001, All Locations*. The Libraries have shown progress in hiring both faculty and staff from underrepresented groups at all library locations.

Faculty:

The number of Black/African Americans has increased from three females in 1999 to two male and four female employees in 2001. Of the two male Asian/Asian American faculty members employed in 1999, one remains in 2001; the number of female faculty remained at two throughout the reporting period. One Hispanic/Latino male has been employed through the entire reporting period. The number of female faculty overall increased from 56 in 1999 to 68 in 2001. Male faculty overall increased from 31 to 38.

Staff:

Asian/Asian American staff have increased from one male and two females in 1999 to one male and three females in 2001. The number of Black/African Americans has increased from three males and four females in 1999 to four males and four females in 2001. Hispanic/Latino staff remain at one male and three females throughout the reporting period. Native American Indian staff remain at one female throughout the reporting period. The number of female staff overall decreased from 197 in 1999 to 191 in 2001. Male staff overall increased from 54 to 70.

Part-Time/Wage Payroll:

The number of Asian/Asian American wage payroll employees has decreased from 17 male and 29 female wage payroll employees in 1999 to 17 male and 20 females in 2001. Black/African American wage payroll employees have increased from 17 males and 21 females in 1999 to 13 males and 28 females in 2001. Hispanic/Latino wage payroll employees have increased from 8 male and 8 female wage payroll employees in 1999 to 4 male and 12 female wage payroll

employees in 2001. One Native American Indian was employed in 1999 but none in 2001. The number of female wage payroll employees overall increased from 224 in 1999 to 228 in 2001. Male wage payroll employees overall decreased from 177 in 1999 to 156 in 2001.

See “Challenge 6. Diversifying University Libraries’ Leadership and Management” for details on underrepresented groups holding leadership positions.

In 1998 the Libraries took decisive steps in several areas to begin an implementation of the plan to recruit a more diverse workforce. Along with the update of the Libraries’ strategic plan to more fully reflect the University priorities, there were several key assignments given by the Dean to facilitate further recruiting and retention efforts within the Libraries.

As the Libraries undertook the effort, several logical first steps were identified. A need was identified for a better set of statistical categories to monitor the recruitment and retention efforts. This problem was resolved by adopting the University’s classification categories for tracking the job type and diversity parameters of the workforce. The Dean also created Recruitment and Retention CQI teams. They investigated opportunities and obstacles in recruiting and retaining a diverse workforce, the legal constraints regarding appropriate wording used in the position announcements, and the databank of minority job-seekers maintained by the University.

Outcomes included:

- Developing hiring policies and procedures to enhance the climate by increasing diversity in the workforce. The formation of the Libraries’ Wage Advisory Committee (at University Park) that monitors hiring and promotion practices for all part-time employees (including both students and non-students). In August 2000, new hiring procedures (*Procedures for Filling Wage Payroll*) were implemented that included an important diversity component. The procedures promote fair, equitable and inclusive access to part-time job vacancies by all potential applicants. Every effort is made to include at least one minority applicants in each pool referred to units filling open positions. The Libraries’ Human Resources Department also regularly monitors wage payroll pay rates against other units on campus in order to offer competitive rates that will aid in retaining employees.
- All employees involved in the interview and selection process now must undergo mandatory training that emphasizes diversity and fair employment practices. This includes recruitment for temporary and full-time staff and faculty positions.
- Nationally advertised faculty recruitments included an emphasis on increasing the number of minority applicants. Strategies included posting positions in sources that target a diverse population. Networking with colleagues at other institutions with shared interest in building a diverse workforce provides opportunities to build shared applicant pools, and to participate in nation-wide minority hiring programs (e.g., ALA Spectrum program, ARL Initiative to Recruit a Diverse Workforce) at a time when there is a national shortage of librarians and library school students from underrepresented groups. (See below) Because the number of underrepresented minorities in the field is low,

libraries across the nation compete to hire the same small number of minority candidates. There has been a decline in new librarians entering the field in general as evidenced by the closing of a number of graduate programs in library and information science. Thus, the Libraries also participate in national programs to recruit minorities into the profession.

U.S. Library Faculty Employment Demographic Data	Public Libraries	Academic Libraries	PSU Library Faculty 2001
Asian American	3.93%	4.98%	2.83%
Black/African American	6.33%	5.87%	5.66%
Native American Indian	.25%	.57%	0%
Hispanic	2.95%	1.8%	.94%
White	86.54%	86.78%	90.57%
Male	21.09%	32.01%	35.85%
Female	78.91%	67.99%	64.15%

National data excerpted from American Library Association: "Racial and Ethnic Diversity Among Librarians: A Status Report" 1998.

- College and campus faculty hiring practices have been centralized. The Dean of the University Libraries interviews all faculty candidates personally.
- Based upon recommendations in the Recruitment and Retention CQI team reports to improve accountability and to reformat the search committee processes, the Dean reorganized responsibilities to make the two associate deans (Associate Dean for University Park Libraries and Associate Dean for Campus College Libraries) responsible for the diversity recruitment process rather than the Libraries' Human Resources Department. They are asked to address their efforts in their annual work plans, and their annual evaluations include an assessment of their efforts. The Associate Deans meet with every search or screening committee and charge those committees, including a discussion of diversity efforts in the search process.
- Whenever possible, job postings are written so that there are opportunities at the entry level to allow us to hire applicants with less experience and to mentor them in the field. Success in this area has been realized in the fixed-term faculty positions created over the past two years at the Campus College Libraries.

Because the University's hiring process for non-faculty positions requires posting inside Penn State first, we have instituted a policy that we always favor an outside posting if the pool is viewed as not representative, in order to maximize our ability to interview a broad spectrum of candidates, given that Penn State itself is not a very diverse workforce historically. As a result, approximately 50 percent of hires have been outside the University Pool.

- The Libraries are a Signature Member in the Association of Research Libraries' (ARL) Initiative to Recruit a Diverse Workforce. This initiative provides MLS (Master of Library Science) students of color with stipends and supports minority recruitment by pairing program stipend recipients with applicable job opportunities available at signature

institutions. The Libraries are also a signatory member of the ARL Leadership and Career Development Program, which has the objective of mid-career management training for underrepresented librarians and to promote promotional opportunities for minority librarians. The Dean has acted as a mentor to two participants in this program. (See Appendix III for descriptions of these programs.)

- The Libraries have supported the “ONE” (Opportunity Network for Employment) Program by providing job opportunities and have recently hired one of the participants. The “ONE” Program is a collaboration between Penn State, through the Office of Human Resources, and the Office of Vocational Rehabilitation, with Centre County school and community rehabilitation service providers for the purpose of developing employment opportunities for a diverse population of qualified people with disabilities.

Strategies Implemented in The University Libraries to Retain Members of Underrepresented Groups

The Retention CQI Team studied issues relating to improved retention of a diverse Libraries’ workforce. The team encountered many problems that made the process of studying the issue difficult. First was a general lack of reliable statistics and historical data about why faculty and staff choose to leave the Libraries. The general consensus of the group was that departures are motivated by larger external factors such as better opportunities elsewhere, relocation due to a better job for a spouse, or a person’s personal desire for a change of locale.

At the time of the study there were five minority faculty with an average period of service of 11 years and 13 minority staff with an average period of service of 13 years. Given the lack of any identifiable problems that created a retention problem, the team decided that the best approach was to continue building a climate that could be appreciated and enjoyed by all employees. Much of this effort is discussed in the challenge on climate.

The Dean has supported spousal placement strategies for minority and female Libraries’ faculty members in dual career couple situations.

Challenge 5: Developing a Curriculum that Supports the Goals of our New General Education Plan

With the exception of a few Libraries Studies courses, the Libraries do not offer instruction for credit. However, the Libraries do offer course-related instruction in every college and at every campus location. [See Appendix IV: *Course-Related Library Instruction with Diversity Component*. Data provided in this appendix is primarily from University Park. Campus and College library personnel also participate in course-related instruction. Data collection of these efforts is currently being expanded to include all library locations.]

Initiatives taken by the University Libraries to support Multicultural Curriculum Efforts and to Integrate Diversity into the Curriculum

Librarians at all locations have designed and delivered course-related library instructional sessions for numerous University courses. A number of these sessions have supported courses identified by the University as fulfilling the General Education requirement for Intercultural and International Competence. Other library instruction sessions have supported courses that, while not fulfilling the General Education requirement listed above, nevertheless have a strong diversity component.

The Libraries are actively integrating diversity components into its course-related instruction. Plans have already been made to track all course-related instruction that supports this goal, and will also identify other course-related instruction that has a strong diversity component. Librarians will also be encouraged to emphasize in their teaching such Libraries' resources as *Ethnic NewsWatch* and *GenderWatch*.

The Libraries have created a Diversity Collection Group to coordinate selection of materials that support the University curriculum vis-à-vis diversity content.

The Assistant Dean for Collections has earmarked funds used specifically for diversity materials. [See Appendix V: *Collections Funds Supporting Diversity Collections*.]

The Dean of University Libraries is providing collection start-up funds for several African American scholars being offered positions for 2001/02 by the College of the Liberal Arts.

Research and Teaching within the University Libraries that has Advanced the University's Diversity Agenda

Libraries' faculty and staff from all library locations have researched, published, and presented a number of books, book chapters, journal articles, and conference presentations that have advanced the University's diversity agenda. Research topics have included racial and ethnic minorities; minority religions; gay, lesbian and bisexual topics; ADA and gender studies. [See Appendix VI: *Bibliography of Diversity-Related Research and Publications by Libraries' Personnel*.]

Challenge 6: Diversifying University Libraries' Leadership and Management

University Libraries Assistance of Faculty and Staff from Underrepresented Groups in Developing Leadership and Management Skills

Numerous leadership positions are held by women. Of the 49 leadership positions held in 2001, females hold 29 positions and males hold 20 positions. Of these, Black/African American females hold two and a Hispanic/Latino female holds one.

- Dean, Associate Dean for University Park Libraries, Assistant Dean for Collections, and Assistant Dean for Technical and Access Services
- Heads of the following departments: Preservation, Instructional Programs, Public Services, Acquisitions, Cataloging, Information Technologies, Human Resources (woman of color), Business Office (woman of color), Public Information, and Commonwealth College Libraries
- Eight Commonwealth College and Campus head librarian positions and seven subject library/unit heads, including one woman of color at University Park.
- Within the Libraries' faculty, there are now six Black/African Americans (2 males and 4 females); five of which have been hired within the last three years. One of the women of color is the head of a subject library (mentioned above). Another position held by a woman of color was recently converted from a term faculty appointment to a tenure track line appointment.

The Libraries' provide an active mentoring program between senior and junior faculty and funds department heads, assistant deans, and associate deans to attend Human Resources' management training programs.

The number of leadership positions held by members of underrepresented groups has increased from 2.27 percent to 6.12 percent over the Framework review period (1999-2001).

All staff provide a diversity component in the self-development plans of the annual performance review, and the Libraries provide release time and funding for programs that support diversity, as appropriate.

The Libraries' management also participates in mentoring and professional development programs offered by the University and professional associations. The Libraries support participation in professional development opportunities such as the Achievement Conference organized for people of color. The Dean of the University Libraries also serves as a mentor for an ARL minority partnership program.

Challenge 7: Coordinating Organizational Change within the University Libraries to Support our Diversity Goals

Organizational Realignments

- Reassignment of responsibility for diversity recruitment from the Libraries' Human Resources Department to the associate deans.
- Reappointment of members of the library-wide Diversity Committee biannually and periodically revise the committee charge to reflect the current diversity climate to plan new initiatives that support Penn State's diversity goals.
- Creation of a full-time position: Coordinator of Library Services for People with Disabilities at University Park.
- Web accessibility committee established to ensure that Libraries' web resources are ADA compliant.

Systems of Accountability

- Appointment of CQI teams on improved recruitment and retention of a diverse workforce charged to develop a plan of specific action steps to improve the recruitment of faculty and staff from underrepresented groups to the Libraries' workforce.
- Diversity Committee reports to the Dean of University Libraries.
- Continued recruitment for diversity.
- Associate Deans made accountable for the diversity recruitment process. Results are reflected in their performance reviews.
- Creation of data measurement system to track book purchases that support diversity issues.

Resource Mobilization and Allocation

- The Libraries hired an external consultant on diversity from the Association of Research Libraries to work with the Diversity Committee and Libraries' administration to devise and implement diversity initiatives.
- Libraries sponsor diversity initiatives – e.g., diversity symposium.
- Libraries sponsor diversity social events (primarily at University Park, but open to all Libraries' employees).
- Structural improvements such as the creation of additional wheelchair accessible entrances to Pattee Library and Paterno Library and provision of wheelchairs in the lobby to improve

access to employees and patrons with special needs. Facilities improvements at several campus locations were made according to accessible design guidelines.

- Creation of a diversity web site for the Libraries, with resources that support diversity goals.
- Implementation of diversity accounting codes for library collections to track expenditures.
- Creation/designation of a diversity study room in Pattee Library with displays that support diversity.
- Speakers on diversity topics sponsored by the Libraries (primarily at University Park).

Long-Term Planning Strategies

The following are long-term strategies that are reflected in the Libraries' strategic plan. We recommend that the timetable for the *Framework* and Strategic Plan updates be done on the same schedule, as they inform each other.

- Incorporate a section on strategic planning for diversity within the Libraries' overall strategic plan for 2002-2005.
- Continue Diversity Committee overlapping terms of some members to ensure continuity in the strategic planning process.
- Continue democratic strategic planning process by involving Diversity Committee including ad-hoc members to ensure broad representation of ideas and concerns.?
- Update the Libraries' Diversity web site to make it a useful resource for employees as well as a public statement of the Libraries' commitment to diversity.?
- Plan and implement strategies for continued improvement based on climate surveys.
- Build accountability process and assessment of diversity into strategic planning goals.
- Benchmark with other units within the University and other institutions to find and model best practices.

List of Appendices

Appendix I

*Appendix II from the University Libraries' Strategic Plan Update and Progress Report
Dated December 1999*

Appendix II

Perceptions of Climate—University Libraries

Appendix III

*Association of Research Libraries' Descriptions of the Initiative to Recruit a Diverse
Workforce and the Leadership and Career Development Program*

Appendix IV

Course-Related Library Instruction with Diversity Component

Appendix V

Collections Funds Supporting Diversity Collections

Appendix VI

Bibliography of Diversity-Related Research and Publications by Libraries' Personnel

Appendix VII

Libraries' Demographic Data 1999-2001, All Locations