

# Texas A&M University Libraries' Diversity Plan

## Purpose, Vision, Mission

### Background

The University Libraries' focus on diversity is geared toward fostering diversity awareness and education through a variety of programs, events, and presentations. The University's Diversity Plan uses both quantitative and qualitative measures to assess effort in diversity and the development of measureable goals. This provided an opportunity for the Library to review and enhance its efforts in diversity programming and planning. As a result, the Diversity Task Force was established to develop a more comprehensive approach to diversity goals in the organization.

The task force considered diversity goals and expectations as they are currently manifested in documents such as Vision 2020, the University Libraries and University strategic plans, and the University Diversity Plan; and recommended a plan to move forward.

### Purpose

The University Libraries will work in partnership with the University and in accordance with the University's Diversity and Strategic Plans to increase the diversity and cultural competence of the University Libraries' workforce to ensure a welcoming, inclusive and respectful environment, conducive to job satisfaction and excellence in customer service.

We recognize that age, cultural identity, gender identity or expression, nationality, physical and mental ability, political and ideological perspectives, racial and ethnic identity, religious and spiritual identity, sexual orientation, social and economic status are only some of the differences that individuals bring to the workplace.

The recommended plan will address issues such as:

- Recruitment and retention of diverse faculty, staff, and student employees
- Accountability and rewards for demonstrating progress in the creation and maintenance of an organizational climate that is supportive of diversity in the workplace
- Efforts related to work life balance
- Educational efforts that support our effectiveness in making the Libraries a welcoming place for both employees and users

### Vision:

The Texas A&M University Libraries envisions a richly diverse workforce providing a high level of service to and respect for each other, University students and all customers in an

environment where appreciation of individual differences, equity and inclusion are core values that drive our organization and allow individuals to take pride in their identities.

We provide a rich collection of information resources to campus – easily accessible, widely available and easily discovered – that includes a diversity of views, perspective and data that inform and enrich the research and education mission of faculty and students to ensure that teaching, learning and research efforts are inclusive and mindful of alternative and non-traditional perspectives.

### **Mission:**

To exhibit leadership and service at Texas A&M University by ensuring the Libraries can be counted at the forefront of diversity efforts through the recruitment, retention and support of a diverse workforce; through policies and procedures that support student diversity on and off campus; and the creation of an environment in which all individuals are able to thrive.

To ensure the process of teaching, learning and research is broad-based and representative, provide services, collections and electronic resources that are inclusive of diverse perspectives and views including issues of impact to diverse populations and groups in social policy, political process and economic disparity.

### **Goal: Climate**

Sustain an institutional organizational climate for diversity that values multiple perspectives and cultures and fosters an environment in which all are welcomed, included and respected.

When evaluating its climate for diversity we will focus on:

1. Historical legacy of inclusion or exclusion of various racial or ethnic groups
2. Psychological climate (perceptions, beliefs, and attitudes about diversity)
3. Behavioral climate (how different groups interact on campus)
4. Structural diversity (numerical and proportional representation of diverse groups on campus)

If the Libraries' community members feel a sense of belonging along these four dimensions, they in turn will contribute to a positive work and community climate.

**Objective 1:** Promote and develop a healthy work environment to support our commitment to diversity.

**Strategy 1.1:** Perform a climate survey every 3 to 5 years to assess the current work environment. Use focus groups to assist in assessment of climate survey data.

- Strategy 1.2:** Identify areas of success and growth for improvement, and create programs and actions that address the findings of the climate studies.
- Strategy 1.3:** Develop measurable action plans from the findings of the climate studies
- Strategy 1.4:** Identify work life balance issues and create programs and actions that address those issues.

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- Measure 1.1:** Provide results and analyses of climate studies that include:
- a. A report on the psychological climate including review of perceptions, beliefs and attitudes about diversity
  - b. A report on the behavioral climate including different groups perceptions, how they interact and are treated
  - c. A comparative review of the results to those of peer institutions
  - d. Other findings that were revealed from the climate studies

- Measure 1.2:** Provide an annual report of programs and interventions that have been implemented or are being developed to address findings.

- Objective 2:** Compare our structural diversity to peer groups.

Peers were identified using the following process: We began with institutions that have Association of Research Libraries (ARL) membership. Next, we removed non-US and all private institutions (to focus on public institutions). This larger group represents the broad peer average group used to seek diversity data. In 2012, A total of 8 institutions responded to requests for information and are included in the peer average. The goal is to improve the response rate in future years. Comparisons should also consider Local and regional demographics.

Direct peer institutions were selected from the respondents. We refined the list to include institutions that are Association of American Universities (AAU) members and/or listed as Texas A&M University Vision 2020 peers; institutions with a similar faculty model (requires active research and service for librarians, participates in national searches, considered to be in direct competition for the same recruitment pools); institutions used as outside reviewers for our promotion and tenure considerations; and institutions with veterinary programs.

Staff peer institutions were selected using the same criteria as faculty peers; and in addition had a geographic population size and demographic composition similar to the Bryan College Station area in percentage of minority and non-minority populations.

Aggregate Peer Institutions: University of Arkansas, Cornell University, University of Florida, Kansas State, North Carolina State University, Ohio State, Penn State, Rutgers University

Faculty Peer Institutions: Direct Peers: University of Florida, Ohio State, Penn State

Staff Peer Institutions: Direct Peers: University of Florida, Kansas State, Penn State

**Strategy 2.1:** Analyze our structural diversity and institute programs and interventions to address findings.

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**Measure 2.1:** Provide an annual report on our structural diversity with numerical and proportional representation of the diverse racial and ethnic groups, by rank and position within each job category, by population, on campus, in the region and nationally.

**Measure 2.2:** Provide a regular report on our structural diversity in comparison to selected peer institutions and groups.

**Measure 2.3:** Provide a regular report on the inclusion or exclusion of various racial & ethnic groups. (note: we should specify what groups, etc.)

**Objective 3:** Create and sustain Libraries' marketing media and media resources that support the University and Libraries' structural diversity plans and goals.

**Strategy 3.1:** Provide employees with resources and instruction on best practices for supporting University and Libraries' diversity plans.

**Strategy 3.2** Identify resources (education, etc.) allocated to support climate, equity and accountability for faculty, staff and students.

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**Measure 3.1:** Provide an annual report of existing and planned marketing media to ensure

- a. A commitment to diversity is being consistently represented visually and in language regarding equal opportunity, affirmative action and accommodation and
- b. Where possible, all publications are provided in accessible formats.

**Objective 4:** Provide employees with educational venues to understand the benefits of 1) creating a diverse workforce, 2) a welcoming, inclusive and respectful workplace 3) supporting the Libraries' and University's diversity plans.

**Strategy 4.1:** Identify, sponsor and develop programs to support and achieve this outcome.

**Strategy 4.2:** Establish metrics for and holding hiring supervisors and search committees accountable in annual performance evaluations in supporting diversity goals.

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**Measure 4.1:** Provide annual report of participation in skill enhancement in the areas of conflict management and difficult dialogues.

**Measure 4.2:** Provide an annual report of programs and participation conducted to support this objective.

**Objective 5:** Provide collections, electronic resources and services that are inclusive of diverse perspectives and views including issues of impact to diverse populations and groups in social policy, political process and economic disparity.

**Strategy 5.1:** Identify and document current collections and resources which support diverse perspectives and views.

**Strategy 5.2:** Ensure the collection development plan and efforts include a focus on and expansion of our resources in support of diversity.

**Strategy 5.3:** Provide educational opportunities to employees (including student employees) to enhance customer service with an emphasis on serving customer with diverse interests, perspectives and expectations.

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**Measure 5.1:** Provide annual report of collections and electronic resources that are inclusive of diverse perspectives and views.

**Measure 5.2:** Provide an annual report of educational programs conducted and participation in support of this objective.

## **Goal: Equity**

Identify evidence-supported patterns of equity and effectively eliminate patterns of inequity in Libraries' retention, compensation, award and reward trends, performance measures and advancement.

**Objective 1:** Recruitment and Retention - Strive to recruit, retain and promote faculty and staff that reflect the diversity of the state of Texas and the student body of Texas A&M University.

**Strategy 1.1:** Identify and implement proactive strategies to recruit diverse candidates. These strategies include, but are not limited to: mentoring faculty and staff; updating staff career ladder benchmarks to allow flexibility to move between units; and cross training staff and faculty to promote inter-unit opportunities and librarianship.

**Strategy 1.2:** Recruit diverse candidates by:

- a. Reviewing the job announcement for language that encourages diverse candidates to apply and emphasizes the University's and Libraries' commitment to equity and diversity
- b. Disseminating the job announcement so that it reaches a diverse pool of candidates
- c. Providing basic training for search committee members on diversity recruitment
- d. Including diverse membership on search committees

- e. Pursue other activities or initiatives as identified by the diversity oversight committee.

**Strategy 1.3:** Comply with all faculty and staff hiring practices to enhance the recruitment of diverse candidates by:

- a. Following University recruitment recommended guidelines for Federal Equal Employment Opportunity percentages in hiring pools
- b. Providing basic training for each hiring supervisor on diversity hiring
- c. Pursuing methods for increasing diversity in hiring pools
- d. Emphasizing the University's and Libraries' commitment to equity and diversity.

**Strategy 1.4:** Proactively recruit diverse candidates for both faculty and staff positions.

- a. Libraries representative(s) attend conferences and other professional meetings for recruitment purposes.
- b. Attend job fairs organized by local, regional and national library and Information Sciences schools and programs.

- c. Use electronic and online resources of diverse groups to advertise vacant positions.
- d. Use our web site and intranet to promote diversity initiatives, collect feedback on diversity issues within the Libraries, and encourage staff to make suggestions for recruiting diverse candidates support national diversity initiatives.
- e. Certify each applicant pool for each search.

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**Measure 1.1:** Provide an annual report on the number of diverse applicants and individuals hired and promoted for both faculty and staff positions.

**Measure 1.2:** Provide an annual list of recruitment sources for each position posted and/or hired.

**Measure 1.3:** Provide a periodic report of all new job postings to ensure they stress University's and Libraries' commitment to equity and diversity.

**Measure 1.4:** Provide a report on regularly scheduled reviews of hiring supervisors and chairs of search committees, attendance at programs for education on topics that affect hiring, inclusion, equity and advancement.

**Objective 2:** Compensation – Strive for equity in staff and faculty salaries.

**Strategy 2.1:** Monitor faculty and staff salaries annually for inequity to assist with identifying those individuals, whose salaries require adjustment to keep pace with peer groups.

**Strategy 2.2:** Review starting faculty salaries annually and adjust as necessary for the purpose of providing competitive salaries that support Vision 2020 goals.

**Strategy 2.3:** Analyze staff (classified and non-classified/non-academic professional) salaries and submit recommendations to University HR Compensation for increases in minimum salaries to maintain competitive salaries and attract qualified candidates.



**Measure 2.1:** Provide an annual report on salaries showing gender and ethnicities based on years of experience, job title and rank.

**Objective 3:** Advancement (career growth and internal mobility) - Encourage and support internal candidates with particular emphasis from those who have been historically underrepresented groups to advance to positions of higher responsibility.

**Strategy 3.1:** Provide opportunities for Libraries faculty and staff to participate in career advancement through external and internal skill development programs.

**Strategy 3.2:** Encourage staff and faculty to pursue further educational opportunities, utilizing McLemore Funds, the Berg Endowment or other funds where possible.

**Strategy 3.3:** Create practical experience opportunities where possible for Libraries staff, especially diverse staff pursuing MLS/MLIS degrees and Library Support Staff Certification.

**Strategy 3.4:** Develop and implement a succession plan including a partial time appointment/apprenticeship and developing leadership program for faculty and staff.

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**Measure 3.1:** Provide an annual report of faculty and staff positions that have been filled with candidates from underrepresented groups (as defined by Texas A&M University).

**Measure 3.2:** Provide an annual report of faculty and staff utilizing McLemore, the Berg Endowment or other funds to pursue higher education.

**Measure 3.3:** Provide an annual report of faculty and staff participating in leadership and educational programs.

**Objective 4:** Award and Reward Trends - Maintain a transparent, systematic selection process for Libraries award committees, criteria and processes to promote diversity.

**Strategy 4.1:** Continually review faculty and staff awards to monitor the diversity of nominees and recipients.

**Strategy 4.2:** Award selections will be performed by committee members representative of different levels of staff and faculty rank inclusive of diverse groups.

**Strategy 4.3:** All committee members will participate in training on diversity, equitable treatment and inclusion.

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**Measure 4.1:** Provide an annual report of diversity statistics for awards, nominees, recipients, and selection committees.

**Objective 5:** Performance Measures - Systematically evaluate faculty and staff on each individual's performance as a welcoming member of the Libraries, inclusive and supportive towards all diverse groups.

**Strategy 5.1:** Encourage all supervisors to participate in training on diversity, equitable treatment and evaluation of Libraries employees.

**Strategy 5.2:** Monitor performance ratings to ensure equitable evaluation of diverse groups.

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**Measure 5.1:** Provide an annual report of supervisor training completed.

**Measure 5.2:** Provide an annual report of performance evaluation ratings by diversity group.

## **Goal: Accountability**

Enhance our accountability in four areas:

1. Individual
2. Interpersonal
3. Group
4. Institutional

**Objective 1:** Establish a baseline of faculty and staff data in representation, in climate, and equity including gender, race/ethnicity, and national origin for future comparison with peers, aspirant peers, national averages, or appropriate available pools of applicants.

**Strategy 1.1:** Perform annual studies and create reports as identified in

climate and equity goals.

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**Measure 1.1:** Provide reports as identified in the climate and equity goals. See the following list of reports, due dates and responsible person(s).

**Objective 2:** Develop accountability structures and processes for monitoring and evaluating progress.

**Strategy 2.1:** Proactively identify and implement strategies in the climate and equity goals to support accountability through our units for contributing to the diversity initiatives of the Libraries and the University.

**Strategy 2.2:** Create a Diversity Advancement Committee to analyze data and monitor progress of diversity initiatives. The committee will meet with the Dean semi-annually to recommend areas of focus. The committee will membership will consist of nine (9) committee members as follows:

- Three (3) ex-officio members: one (1) from each of the Libraries representative to the University Council on Climate and Diversity, Employee Resources, and Faculty Services
- Six (6) employees: two (2) from each employee classification within the Libraries: faculty, non-academic professional and classified staff, with one from each group being appointed by the Dean and one from each group being elected by each group.

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**Measure 2.1:** Collect and complete the following data analyses to support the goals and objectives of the University Libraries' Diversity Plan. Many of the reports in this plan have been disseminated in previous years. Due dates and responsible parties listed below. All reports are delivered to the Dean and further disseminated to Vice President and Associate Provost for Diversity, the Libraries Diversity Task Force, the University Council on Climate and Diversity and others as appropriate.

## CLIMATE REPORTS

Measure	Reports and Duties	Libraries Responsible Party	Due By
1.1	Provide results and analyses of climate studies that, where possible, include: 1) a report on the psychological climate including review of perceptions, beliefs and attitudes about diversity, 2) a report on the behavioral climate including how different groups interact, 3) a comparative review of the results to those of peer institutions and 4) other findings that were revealed from the climate studies	Data Analyst	Initial Results: December 15th Comprehensive Results: TBD
1.2	Provide an annual report of programs and interventions that have been implemented or being developed to address climate survey findings.	TBD	October 15th
2.1 and 2.2	Use historical and current data to support and provide an annual report on the Libraries structural diversity with numerical and proportional representation of the diverse groups, by rank and position, by population, on campus, in the region and nationally.	Data Analyst	Dean
2.3	Provide a regular report on the Libraries structural diversity in comparison to selected peer institutions and groups.	Data Analyst	October 15th
2.4	Provide a regular structural diversity report on the inclusion or exclusion of various racial & ethnic groups.	Data Analyst	October 15th
3.1	Provide an annual report of existing and planned marketing media to ensure: 1) commitment to diversity is being consistently represented visually and in language regarding equal opportunity, affirmative action and accommodation and 2) where possible, all publications are provided in accessible formats	Coordinator of Marketing and Communications	October 15th
4.1	Conduct regularly scheduled reviews of participation in skill enhancement in the areas of conflict management and difficult dialogues for the Libraries employees	Employee Resources	October 15th
4.2	Provide an annual report of programs and participation conducted to support an understanding of the benefits of 1) creating a diverse workforce, 2) a welcoming, inclusive and respectful workplace and 3) supporting the Libraries' and University's diversity plans.	TBD	October 15th
5.1	Provide annual report of collections and electronic resources that are inclusive of diverse perspectives and views.	Head of Collection Development	October 15
5.2	Provide an annual report of educational programs conducted and participation in support of this objective	Employee Resources	October 15

## EQUITY REPORTS

Measure	Reports and Duties	Libraries Responsible Party	Due By
1.1	Provide an annual report on the number of diverse applicants and individuals hired, retained and promoted for both faculty and staff positions.	Employee Resources	October 15th
1.2	Provide an annual list of recruitment sources for each position posted and/or hired.	Employee Resources	October 15th
1.3	Provide a report on regularly scheduled reviews of all new job postings to ensure posting stress University's and Libraries' commitment to equity and diversity.	Employee Resources	April 15th October 15th
1.4	Provide a report on regularly scheduled reviews of hiring supervisors and chairs of search committees, attendance to programs for education on topics that affect hiring, inclusion, equity and advancement.	Employee Resources	April 15th October 15th
2.1	Provide an annual report on salaries showing ethnicities based on years of experience, job title and rank.	Employee Resources	May 15th October 15th
3.1	Provide an annual report of faculty and staff positions at higher levels that have been filled with candidates from under-represented groups.	Employee Resources	May 15th
3.2	Provide an annual report of faculty and staff utilizing McLemore funds to pursue higher education in areas related to work.	Dean's Office	May 15th
3.3	Provide an annual report of faculty and staff participating in leadership and educational programs.	Employee Resources and AD Faculty Svs	August 15th
4.1	Provide an annual report of diversity statistics for awards, nominees, recipients, and selection committees (when possible).	Employee Resources	August 15th
5.1	Provide an annual report of supervisor training completed.	Employee Resources	April 15th October 15th
5.2	Provide an annual report of performance evaluation ratings by diversity group.	Employee Resources	June 15th

**Approved by:**

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David Carlson, Dean of University Libraries

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Date