

**Yale University Library  
Strategic Plan for Diversity and Inclusion  
2009-2011**

**Prepared by the  
Yale University Library  
Diversity Council**

**Revised from 2006 original,  
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# **Yale University Library Diversity and Inclusion Strategic Plan 2009-2011**

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## **Purpose and Vision**

In 2004, employees of the Yale University Library (YUL) participated in the Yale University Workplace Survey Pilot. In response to the results of the survey, the Library Management Council (LMC) identified diversity as a focus area for the library.

Therefore, the Yale University Library Diversity Council was formed in August 2005 to enhance the diversity and cultural competence of our staff so that our workplace continues to evolve into an even more inclusive and congenial environment. This type of atmosphere is conducive to job satisfaction and will in turn lead to even more effective service to our diverse patrons.

The Diversity Council is taking a leading role in developing and implementing initiatives that promote diversity and inclusion within our staff community. Diversity includes, but is not limited to, visible and invisible attributes such as age, gender, gender identity, physical ability, sexual orientation, religion, race, national origin, cultural heritage, and ethnic background. Recognizing diversity is a key component of excellence in the workplace that allows individuals to reach their full potential. The Diversity Council strives to provide a positive work environment which is free of any form of bigotry, harassment, intimidation, threat, or abuse, whether verbal or written, physical or psychological, direct or implied.

The Diversity Council views multiculturalism and pluralism as essential components of its mission and work. The Diversity Council will work in conjunction and in partnership with YUL and Yale University's Office of Diversity to attain this vision. Valuing diversity and practicing inclusion is in the YUL's core values, and in our interpersonal working relationships at all levels. YUL will achieve and sustain diversity and inclusion for our employees, clientele, and educational partners.

## **Charge**

The Yale University Library Diversity Council was formed to enhance the diversity and cultural competence of our staff so that our workplace continues to evolve into an even more open and congenial environment. This type of atmosphere is conducive to job satisfaction and will in turn lead to even more effective service to our diverse patrons. The sponsor of the Diversity Council is the University Librarian.

## **Goals, Strategies and Success Measures**

The Workplace Survey provided the Diversity Council with YUL-specific data on diversity issues that require immediate attention. While the Diversity Council defines diversity to include many varied attributes, it focused its initial efforts on goals relating to race and ethnicity and have expanded to include other areas of diversity including class. The following three goals were generated by the Diversity Council as the initial priorities for enhancing diversity at YUL and continue to be our top priorities. As YUL and the Diversity Council achieve each of these goals, new and additional goals will be generated by the Diversity Council to meet the changing needs for the continued improvement in YUL's diverse workplace.

### **Goal #1: Recruitment and Retention.**

**By 2011 Yale University Library will achieve a significant increase in the hiring and promotion of diverse staff in vacancies in both Clerical and Technical (especially at D and E levels) and Management and Professional positions.**

Strategy #1: Library Human Resources and the Diversity Council will work with department heads to proactively identify and implement strategies to recruit diverse internal candidates for positions within their departments. These strategies include, but are not limited to, phone calls to colleagues, networking, and brainstorming with department staff on ways to increase diversity.

Strategy #2: Library Human Resources and the Diversity Council will work to document best practices on recruitment and retention of a diverse workforce at all levels for use by hiring supervisors.

Strategy 4#: Each year YUL and the Diversity Council will host a day-long gathering of scholars from the ARL initiative to Recruit a Diverse Workforce, and/or other similar groups, with meetings, tours, presentations, and other activities.

*Measurement #1: A marked increase in the diversity of the applicant pool for upper level C/T positions and M/P ranks.*

*Measurement #2: Annual increase in the number of members of underrepresented groups hired and retained for both C/T top level and M/P mid-level positions.*

### **Goal #2: Climate and Culture.**

**By 2011, Yale University Library will demonstrate a measurable improvement in the climate and culture of diversity and inclusion.**

Strategy #1: In an effort to heighten awareness of diversity in the Library, the Diversity Council will work with Library Human Resources, the Library Staff Association (LiSA), and the Standing Committee on Professional Awareness (SCOPA) to organize staff training on diversity.

*[Mandatory diversity training for all staff was completed in June 2008. Training for new staff TBD by the University-wide diversity training schedule.]*

Strategy #2: YUL and the Diversity Council will collaborate to coordinate diversity-related lectures given by Yale community members and/or outside speakers and publicize relevant web based resources.

Strategy #3: The Diversity Council will work with Library Human Resources to refine performance appraisals, especially those of supervisors, to include job behaviors that contribute to recruiting and retaining a diverse staff.

Strategy #4: The Diversity Council will participate in the second university-wide workplace survey and check for data indicating improved perceptions of the library climate.

*Measurement #1: By the end of the 2011 calendar year, all YUL supervisors will have attended at least one diversity training session. [Measure accomplished in June 2008. Training for new staff TBD by the University-wide diversity training schedule.]*

*Measurement #2: There will be diversity-related lectures at least once each term (fall, spring, summer).*

*Measurement #3: There will be a measurable improvement of scores on diversity-related questions in the Yale University Workplace Survey 2010.*

### **Goal #3: Career Growth and Internal Mobility**

**By 2010, Yale University Library will have increased the number of internal candidates from underrepresented groups for job vacancies.**

Strategy #1: YUL will publicize opportunities for Library staff to participate in career advancement, training, and cross-training programs in order to provide equal opportunities for learning, advancement and promotion within the Library

Strategy #2: The Diversity Council will work with Library Human Resources to develop supervisor competencies by developing programs, such as those that teach coaching and mentoring skills, which will encourage the promotion and advancement of C/T and M/P employees.

Strategy #3: The Diversity Council will work with Library Human Resources to create internships for library staff and MLS diverse students.

Strategy #6: The Diversity Council will work with Library Human Resources to actively support Library staff who wish to obtain a Master of Library Science, Information Studies, or other library-related degree, and utilize employees' library knowledge and experience for career advancement.

*Measurement #1: By 2011, a significant number of C/T vacancies at higher levels have been filled by internal candidates from underrepresented groups.*

*Measurement #2: Statistics will show that an employee's time within a certain grade has no more than a 20% range from least time-in-grade to most time-in-grade across for every library employee.*

*Measure #3: Staff indicate that they are treated fairly, have the same opportunity to succeed as peers as measured by a significant improvement in Yale Workplace Survey results.*