



Diversity, Equity and Inclusion Strategic Plan Five-Year Strategic Objectives, Measures and FY17 Actions

I. Diversity Equity and Inclusion Strategic Plan: Overview

At the University of Michigan, our dedication to academic excellence for the public good is inseparable from our commitment to diversity, equity, and inclusion. It is central to our mission as an educational institution to ensure that each member of our community has full opportunity to thrive in our environment, for we believe that diversity is key to individual flourishing, educational excellence, and the advancement of knowledge.

Diversity: *We commit to increasing diversity, which is expressed in myriad forms, including race and ethnicity, gender and gender identity, sexual orientation, socio-economic status, language, culture, national origin, religious commitments, age, (dis)ability status, and political perspective.*

Equity: *We commit to working actively to challenge and respond to bias, harassment, and discrimination. We are committed to a policy of equal opportunity for all persons and do not discriminate on the basis of race, color, national origin, age, marital status, sex, sexual orientation, gender identity, gender expression, disability, religion, height, weight, or veteran status.*

Inclusion: *We commit to pursuing deliberate efforts to ensure that our campus is a place where differences are welcomed, different perspectives are respectfully heard, and where every individual feels a sense of belonging and inclusion. We know that by building a critical mass of diverse groups on campus and creating a vibrant climate of inclusiveness, we can more effectively leverage the resources of diversity to advance our collective capabilities.*

Rationale: *The Bentley Historical Library enables the future to the past. Its core mission is to collect, curate, and provide open and ready access to the records of the University of Michigan and historical collections associated with the peoples of the state of Michigan. This mission is grounded in our commitment to diversity, equity and inclusion.*

The Bentley is...

a premier historical archive. Authorized by the University of Michigan Board of Regents in 1935, the archive by now measures over 71,000 feet and 23 terabytes of collections relating to the University of Michigan and the state of Michigan. These unique materials offer direct access to the past of these great, intertwined institutions from their founding dates on. The collections are available to the public to use in the beautiful reading room of the Bentley on North Campus, with its view out to a tranquil courtyard featuring the sculpture of renowned African-American artist Richard Hunt. The collections are also increasingly available online through a robust digitization program that matches best practices in preserving the past. Many of the newest collections arrive at the archives in digital formats and are



Bentley Historical Library

thereby quickly available online after archival curation has occurred: these include over 1,500 University of Michigan and associations' websites that are captured and curated on a regular basis. The Bentley aims to strengthen all the more its collections—numbering over 11,000—as they relate to the history of race and diversity, gender and gender expression, immigration and migration, youth and aging, sexual orientation, disability and the rights of the disabled, faith and religion, and the military experience. In doing so, the Bentley starts from a place of strength already achieved by decades of identifying, curating, preserving, and enabling access to a multitude of collections mirroring Michigan's many communities, associations, and individuals from leaders including its modern governors to pioneers among women, the disabled, the LGBT, and minorities. As the University of Michigan archives, the Bentley is home to the collective biography of the university, with unparalleled depth in information about decisions and commitments by university administrators; course offerings, research, and academic debate from faculty; student advocacy and engagement in and beyond the classroom, including on the many playing fields that distinguish Michigan athletics; and staff involvement in core issues and developments across campus.

The Bentley is...

a team of archivists with an international reputation recognized by the Society of American Archivists (SAA) for being early adapters to change. They aim to solve some of the most challenging curatorial issues, to explore collaborations with faculty for improving the undergraduate's experience in the archive, and to invigorate and expand the collecting of historical materials from across campus and across the state of Michigan. The team of archivists in the Curation division of the Bentley is committed to setting a fast pace in order to accelerate access to the past as well as to reveal collections that previously may have been unknown or under-used due to inadequate description. They are motivated to make sources fully available on site and online as quickly as possible for a range of interests from scholarship, to informed decision making and debate, to casual curiosity. The Bentley team also includes Reference and Access archivists who are situated in the reading room, including at a new "consultation station," where they are dedicated to welcoming all visitors and helping them find their ways smoothly into the collections. Also on the team are Field archivists, who are seldom on site at the Bentley since their work frequently takes them across campus and across the state in negotiations and planning for the newest collections by being out in the community, engaging with records creators and potential donors in their offices and neighborhoods. Their practice is no longer to search for collections by following the obituaries in local newspapers or announcements of staff changes in the university; instead they engage with creators of content as the content is being created, with one successful effort being the ongoing archiving of #BBUM, from soon after its creation to now. A cohort of early-career Project Archivists also contributes to the energy of the Bentley across its divisions by, for example, engaging undergraduates in learning in the archives and by curating collections for ready access to such important chapters in history as the establishment of the UM Department of Afroamerican and African Studies, the congressional careers of John Dingell and Carl Levin, and the presidency of James B. Angell, the UM president during whose tenure the first female student was officially admitted (in 1870).



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The Bentley is more than a team of archivists. Its director, Dr. Terrence McDonald, is both a former dean of the university's College of Literature, Science, and the Arts and an award-winning scholar and teacher of urban political history. His current teaching through the archives, on the history of the University of Michigan, uncovers the institution's unknown past. Also at the Bentley are an editorial director and communications specialist who produce print and online stories and news releases about the Bentley's collections and activities. The latest issue of the Bentley's magazine, entitled *Collections*, covers the Eva Jessye story as told through her remarkable archives, which document her life as an African-American singer, composer, actor, teacher, poet, and inspiration most famous for her decades of producing *Porgy and Bess*. *Collections* also reports on the opening of the Dr. Jack Kevorkian collection, holding unfiltered information essential to the debate over the right to assisted suicide. The Bentley team recently gained its first development director, who seeks philanthropic donors to support the archives' priorities including digitization of the entire run of the *Michigan Daily* newspaper (founded in 1890), material conservation of the *Detroit News* photographic images, and funding for visiting scholars whose interests in the archives include records concerning the historic relations of the University of Michigan and China. Two conservators manage a state-of-the-art laboratory for conserving paper, photographic, and print media; their recent work has involved 1,000 hours of conserving over 100 linear feet of photographs from the Albert Kahn Associates architectural firm, whose buildings claim much of the Detroit and University of Michigan skylines. Finally, the Bentley staff welcomes as many as two dozen University of Michigan students each year to work side by side as employees with archivists and conservators, learning current best practices and taking part in ongoing discussions around emerging ideas for access, curation, and conservation in the future.

The Bentley is...

a program of activities with the most frequent being over fifty University of Michigan classes per academic year that learn how to use the Bentley's historical collections to explore a wide range of topics including University of Michigan history, the history of Michigan's cities, Michigan citizens in wartime and unrest, migration and immigration, Michigan women in public life, and Michigan citizens engaged in the world through politics, research, commerce, faith, and military action. With a new position established in 2015 for an Academic Programs and Outreach archivist, engagement with students and faculty has intensified well beyond the traditional model among archives of "one orientation fits all." Faculty and students have now a "continuum of opportunities" to confer with the Academic Programs and Outreach archivist at any point during their use of the archives for classes. Other activities that occur on an annual basis include the Bentley's involvement in the university's MLK events, co-sponsoring guest speakers such as this year's co-founder of #BlackLivesMatter, Alicia Garza. An upcoming event in spring 2016 will focus on Detroit's Grand Bargain, with its principle architects assembled to share how the deal was made possible.

Statement of Commitment

We value...

an active interest in the history of the University of Michigan and the state of Michigan with access for all. We value the Bentley as a living laboratory where a range of audiences—including students, faculty, journalists, historians, family researchers, authors, university officials, and more—can access the educative power of the past in order to better evaluate and impact the present. We value the role we can provide to the entire University of Michigan community by serving as its official archive.

We believe...

that enabling access for all to the history of our collective past as the University of Michigan community and citizens of the state of Michigan enriches our understanding of our unique stories and our collective heritages. Access to evidence of the past also informs social justice and accountability today. We believe that a diverse staff of archivists, conservators, administrators, student employees, and volunteers benefits from a variety of views and life experiences from among ourselves as colleagues as well as from the many communities we aim to serve.

We seek and collect...

historical archives that shed light on all communities who are a part of the University of Michigan or the state of Michigan. We strive to document the under-documented and to include in our scope of collecting a wide range of perspectives. As the University of Michigan archives, we curate and make available the historical records of decision makers. We also pledge to ensure a broad and deep representation of historical archives from faculty, staff, students, and alumni who have a rightful place in the legacy of the University of Michigan throughout its almost two hundred years of history.

We create...

curated historical collections with access tools that enable search, discovery, and use including for topics of diversity; print and web publications that share “stories from the stacks;” opportunities for scholars from all over the world to conduct research at the Bentley through our Research Fellowship Program; and a research and learning environment on site and online that aspires to be welcoming to all.



We engage....

donors of collections and philanthropic donors in our efforts to build diverse collections and programs; scholars and students as we seek to expand the diversity of teaching and learning opportunities; administrators and staff of the University of Michigan as we assist in finding answers to questions concerning past practices and decision making on the part of the university; and all staff, students, and volunteers of the Bentley Historical Library in our effort towards diversity, equity, and inclusion in our strategic planning and daily work.

II. Planning Process Used

Planning Lead Nancy Bartlett, Associate Director

Planning Teams

Education and Scholarship Domain:

Nancy Bartlett, Associate Director

Terrence McDonald, Director

Aprille McKay, Assistant Director

Cinda Nofziger, Assistant Archivist for Academic Programs and Outreach

Brian Williams, Archivist for Bicentennial Initiatives

Promoting an Equitable and Inclusive Community Domain:

Nancy Bartlett, Associate Director

Aprille McKay, Assistant Director

Michael Shallcross, Assistant Director

Michael Smith, Lead Archivist for Michigan Historical Collections Development

Olga Virakhovskaya, Lead Archivist for Collections Management

Recruitment, Retention, and Development Domain:

Nancy Bartlett, Associate Director

Aprille McKay, Assistant Director

Michael Shallcross, Assistant Director

Service Domain:

Nancy Bartlett, Associate Director

Aprille McKay, Assistant Director

Michael Shallcross, Assistant Director

Lara Zielin, Editorial Director

Planning Process Summary, including Process used to Collect Data

The process that was used to collect data is a reflection of the size of our small unit, which numbers twenty-three FTE's. We used the following activities:

harvesting of institutional data using the UM HR's Tableau

staff and student employee forums

focus group discussions involving staff, student employees, and volunteers

staff meetings

consulting data in the form of catalog records and archival "finding aids"

consulting data and publications from the Society of American Archivists

In addition to data-generating activities undertaken for the first time as part of the DEI planning process, the process continues a number of recent efforts that predate the DEI initiative, having begun around the arrival in 2013 of the current director of the Bentley Historical Library, Terrence McDonald. Those efforts that have a direct relevance include:

customer service training organized by ZingTrain in October 2014

strategic planning for the Bentley led by the Kardia Group in 2013/14

a redesign of the Bentley's website in 2014 using the services of Michigan Creative, with usability tested by TecEd in June 2015

an architectural study of the Bentley undertaken by the firm Harley, Ellis, Devereaux with a resulting proposed program submitted in February 2015 for an enhanced building "to make [the Bentley] more usable, accessible, attractive and collaborative for all user groups"

the adoption in January 2015 of Aeon, which is automated request and workflow management software designed for special collections, libraries, and archives; this software enables online registration for researchers and their online requests of materials, with resulting enhanced user experiences as well as data informing Bentley archivists about patterns of use of the collections

the implementation in 2015 of a five-year, provost-funded grant of \$760,000 for "Engaging the Undergraduate in the Archive"

Some of the planning also complements other synchronous initiatives such as the Bentley's involvement in planning for the University of Michigan Bicentennial in 2017 and the Bentley's launch of an early-career program for Project Archivists, begun in 2015.



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sources of data (e.g. Institutional data, forums, town halls, focus groups, interviews, surveys, committee reports)

Climate surveys of staff, student employees, and volunteers in fall 2015 and winter 2016

Institutional data generated by UM HR tool Tableau

Data for the archival profession generated by the Society of American Archivists

Publications from the Society of American Archivists

Participation in MLibrary Town Hall

Staff reports

Registration and circulation data generated by Aeon

Catalog and “finding aid” data

Bentley Research Fellowship files

process used to analyze data

DEI planning committees, the Bentley’s Lead Archivists, and Bentley administrative committee are holding ongoing meetings to analyze

action idea generation activities

Bentley staff, student employees, and volunteers engaged in a total of four hours of sessions to generate action ideas

Bentley Lead archivists and administrators have included action idea generation discussions in its regular monthly meetings starting in November 2015

summary of engagement activities

Members of the DEI Equitable and Inclusive Community Domain organized two sessions for all staff, students, and volunteers to share ideas on communicating inclusiveness in all Bentley signage and displays

Members of all DEI Domains led discussions of principles of the Bentley at an hour-long session involving all Bentley staff, facilitated by the Bentley’s director

Bentley project archivists organized two sessions for all staff and student employees on the question of optimizing access through accelerated processing of archival collections,



with the president of the Society of American Archivists participating in the second of the sessions

III. Data and Analysis: Key Findings

Summary of Data.

*Staff employment data illustrates that **recruitment, retention, and development** of staff have recently yielded a somewhat more diverse staff in terms of geographic origins and age distribution. There is a regrettably modest diversity profile for the Bentley regular staff, which is partly a challenge symptomatic of the American archival profession at large, as illustrated in Society of American Archivists data. In a 2005 census report on diversity in the American archival profession, fewer than 13% of the profession identified themselves as other than White/Caucasian. Bentley census matches the SAA census with only 13% self-identified as minority, including one archivist who self-identifies as Asian-American and one archivist who is Puerto Rican American. Geographic origins of the Bentley's archivists are mostly Midwestern, with a considerable range of origins within Michigan from the Upper Peninsula to northern Michigan, the west side of the state, and suburban Detroit. As for age distribution of staff, six staff members who were eligible to retire chose to do so at varying times over the past four years. The average age of archivists now on staff is 40.*

The establishment in 2015 of a much clearer promotion policy and procedures for promotion—through a new handbook for Bentley administration and archivists—has led to advances among archivists who had previously lacked sufficient guidance. Census data from the Society of American Archivists indicates that a significant proportion of archivists in the United States enter the archival profession by first learning about archives by using them. This tendency along with the strong profile of academic archives ranking only second to governmental archives in types of employing institutions serve as motivation for the Bentley. The Bentley has an important role and opportunity in seeking greater diversity in its staff, and at the same time serving as an aspirational career goal to the diverse student population that is Michigan. Former student employees who are African-American and of Puerto Rican heritage are leading archivists or academic faculty in three major universities.

Given that leadership at the Bentley is entirely new as of 2013, there is a keen interest in exploring and committing to leadership principles among the director, associate director, and two assistant directors. This effort will involve a consulting firm that will facilitate customized training and the discussion of appropriate principles. Diversity, equity, and inclusion will figure significantly in this further development of leadership at the Bentley.

*The Bentley has made significant improvement in its goal of **promoting an equitable and inclusive community** by enhancing the visual communication of inclusion in reconfigured public spaces at the Bentley. The appreciation for this has been communicated anecdotally to the reference staff by a wide variety of visitors and was*



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further affirmed in focus group discussions with UM faculty that occurred at the time of the architectural program research of Harley, Ellis, Devereaux. Changes include enhanced signage and a removal of all business processes away from the reading room in order to convey that that the public space is dedicated to public use. The improvement of public spaces for promoting an equitable and inclusive community is an ongoing commitment. Focus group discussions among staff, students, and volunteers in February 2016 yielded many suggestions for short-term and longer-term changes to undertake. The placement of reference archivists at a dedicated “consultation station” in the reading room has proven its concept by the very active dialogues that occur there between researchers and archivists. A particular emphasis and new practice are the personal welcome to all new researchers, especially all students since some in the past have expressed a sense of intimidation in entering an archive for the first time. With the adoption of Aeon as an online registration and requests system, the Bentley will be able to analyze patterns of use of the collections. That tool and closer communication with faculty on course assignments will help archivists assist with greater precision any emerging needs of students in the reading room. Aeon will also advance the Bentley’s understanding of use of the collections beyond impressions and anecdotes. For the first time there is precise data to illustrate, for example, that the Detroit Urban League records at the Bentley were among the most frequently consulted collections in 2015. With regards to equitable and inclusive accessibility, the Bentley had submitted a request for the architectural renovation of all spaces including the reading room and restrooms but our request was declined. We will request an architectural review specific to our concerns for better compliance with the Americans with Disability Act. The newly redesigned website for the Bentley is other evidence of our ongoing efforts to comply with ADA and to communicate an inclusive and equitable environment for all.

Education and scholarship innovations through the provost-funded Third Century Initiative begin to address relevant published findings of the archival profession. These publications point out that very little research has occurred to inform archivists, and faculty, as to how best engage undergraduates in archival learning. It is due to these findings and the presence at UM of a strong cohort of scholars invested in “archival literacy” that the Bentley has been able to launch its five-year program of seminars for faculty dedicated to the betterment of archival learning opportunities for students across campus. In the first cohort of faculty, there are research and teaching interests in archives relating to the African-American and Jewish experiences on the University of Michigan campus over time as well as the history of the military experience for Michigan citizens across eight wars. Scholarship around the areas of diversity, equity, and inclusion occurs when relevant content in the archives is discovered. Bentley archivists are deeply committed to uncovering what might seem to be “hidden collections,” adapting methodologies deployed at Yale’s Manuscripts and Archives for a review of all catalog and finding aid descriptions. Scholarship around the areas of diversity, equity, and inclusion can first be anticipated at the point when new collections are solicited by the Bentley’s Field archivists. A recent story of success has been the uploading onto the Bentley’s Digital Media Library of several oral histories conducted with twenty-eight African American athletes who played for Michigan between 1922 and

1971. There were over 20,000 online interests in these interviews within weeks of their availability.

*In the domain of **service**, the Bentley performs a natural role on behalf of the University of Michigan. By serving as the university's official archive, the Bentley enables access to important decision making, ideas, issues, events, and accomplishments on behalf of the university as a single entity. With the establishment of a formal records management program as of 2015, the Bentley will be in an even stronger position to support the university's efforts at careful stewardship of its records for the purposes of transparency and business intelligence that will inform decision making. Some of these records will ultimately become a part of the archive. As an example, the historical record of the Diversity, Equity, and Inclusion initiative is already anticipated, with Assistant Director Aprille McKay reaching out to all units across campus for an eventual transfer of final reports.*

The Bentley is also at the center of plans for the university's Bicentennial, serving as a source of historical information for the LSA Theme Semester in Winter 2017 on the topic of "The Making of the University." The program for the theme semester includes as many as seventeen affiliated courses; five historical symposia; college-wide programming of events; student engagement through readings, writing initiatives, performances, tours, and exhibits; and community engagement through major events. As the proposal for the theme semester states, "Throughout the series, special attention will be given to the relation of the University and the city of Detroit, considered in light of the many diverse ways that metropolitan development and university growth impinged on each other. Degrees of uniformity and diversity in the constituencies populating, and served by, the university over its first two hundred years will also be an abiding concern throughout the series, including attention to Christians, Jews, Muslims, and other religious, ethnic, and immigrant communities; Latina/o history at U-M, Asian Americans, and more." This example of an important theme semester illustrates just how essential the university archives are to the history of the institution. What exists already in the archives can be of benefit to all faculty, students, staff, and community members; new content generated by the theme semester will also have an important home at the Bentley.

Key Findings, Themes and Recommendations

IV. Strategic Objectives, Measures of Success and Action Plans*

**All strategic objectives and related actions will be pursued in accordance with the law and University policy.*

IV. A. Recruitment, Retention and Development

Constituency: Staff



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Five-Year Strategic Objective 1: progress towards achieving a more diverse staff

Measures of Success: (for Objective 1): written policy in place by 6/30/2017

FY17 Actions: establish inclusive hiring policies

Primary DE&I Goal: diversity

Other applicable domain: inclusion

Constituency: Student employees

Five-Year Strategic Objective 4: progress towards achieving a more diverse team of student employees

Measure of Success (for Objective 4): written policy in place by 6/30/17

FY17 Actions: establish inclusive hiring practices

Primary DE&I Goal: diversity

Constituency: Staff

Five-Year Strategic Objective 5: articulation of leadership principles by director, associate director, and two assistant directors

Measure of Success (for Objective 5): written statement of leadership principles including their relevance to diversity, equity, and inclusion

FY17 Actions: hire consulting firm by 12/1/16

Primary DE&I Goal: diversity

IV. B. Education and Scholarship

Constituency: Staff

Five-Year Strategic Objective 1: enhance the undergraduate learning experience in the archives

Measures of Success: (for Objective 1): Faculty evaluations; research conducted by PI's and a research fellow from Bentley, School of Education, and School of Information

FY17 Actions: continuation of Third Century Initiative: Engaging the Archives; start of an

MCubed Project entitled "Engaging the Archives: Researching Best Practices for Student Success in the Archives;" and additional research to be conducted by a Bentley Historical Library Fellow in the Research Experience for Master's Students program organized by UM School of Information

Primary DE&I Goal: inclusion

Other applicable domain: diversity

Constituency: Staff

Five-Year Strategic Objective 2: enhance access through uncovering hidden collections

Measures of Success: (for Objective 2): greater description of collections relating to diversity, equity, and inclusion leading to increased discovery and use

FY17 Actions: archivists to develop a survey of existing finding aids and catalog descriptions by adapting methodologies deployed at Yale's Manuscripts and Archives

Primary DE&I Goal: diversity

Other applicable domain: inclusion



IV. C. Promoting an Equitable and Inclusive Community

Constituency: Staff, student employees, and volunteers

Five-Year Strategic Objective 1: enhance overall visual cues of signage, displays, arrangement of furnishings to promote a sense of equity and inclusion at the Bentley for all visitors and employees

Measures of Success: (for Objective 1): continuing, regular focus group discussions to measure progress against findings from February 2016 visual identity exercise in which thirty-three staff, student employees, and volunteers collaborated on recommendations for improvement in the future

FY17 Actions: Bentley administrative committee to review feasibility of all recommendations from February 2016 visual identity exercise and to prepare a survey of users' perceptions of Bentley's visual identity for distribution in fall 2017

Primary DE&I Goal: inclusion

Other applicable domain: diversity

Constituency: Staff, student employees, and volunteers

Five-Year Strategic Objective 2: enhance internal staff dynamics as they pertain to promoting an equitable and inclusive staff climate.

Measures of Success (for Objective 2): internal climate surveys to occur in Fall 2016 and Winter 2017.

FY17 Actions: Bentley administrative committee to review findings of climate survey taken in Fall 2016, communicate findings to staff, student employees, and volunteers, and develop action plans to address findings. These action plans will include programs to enhance diversity skills and pathways for conflict resolution for staff.

Primary DE&I Goal: inclusion

Other applicable domain: equity

Constituency: Staff, student employees, and volunteers

Five-Year Strategic Objective 3: enhanced onsite accessibility for the benefit of staff, student employees, volunteers, and all visitors to the Bentley.

Measures of Success (for Objective 3): an architectural review with recommendations for improvements for greater compliance with the Americans with Disability Act

FY17 Actions: Bentley administrative committee to submit request for an architectural review and subsequent support for recommended improvements

Primary DE&I Goal: inclusion

Other applicable domain: equity

IV. D. Service (as applicable)

Constituency: Staff

Five-Year Strategic Objective 1: enhance records management and archival administration of the university's essential, historical records in order both to enable and enrich historical



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research by scholars, students, and the general public and to ensure access to the university's history of commitments and decision making for current and future administrators

Measures of Success: (for Objective 1): hire assistant records management archivist by April 2016

FY17 Actions: operationalize records management program administered by the Bentley Historical Library

Primary DE&I Goal: inclusion

Other applicable domain: diversity

Constituency: Staff

Five-Year Strategic Objective 2: contribute to the success of the University of Michigan Bicentennial in 2017

Measures of Success: (for Objective 2): the production of new knowledge through new histories of University of Michigan facilitated by the services and archives of the Bentley Historical Library; the participation of many in campus-wide programs and courses including LSA's Theme Semester in Winter 2017 on "The Making of the University of Michigan;" campus and general public interest in a Bentley exhibition at the University of Michigan Museum of Art on "Constructing Gender: The Origins of the Michigan's Union and League;" and the online launch and subsequent use of newly digitized collections including the entire run of the Michigan Daily, the historical records of the Department of Afroamerican and African Studies, and the archival collection of UM President James B. Angell.

FY17 Actions: ongoing support to university units preparing their histories, support to all programs and courses including the LSA Theme Semester in Winter 2017 on "The Making of the University of Michigan," installation of Bentley exhibition at UMMA in January 2017, and launch of online access to the Michigan Daily, historical records of the Department of Afroamerican and African Studies, and the archival collection of UM President James B. Angell at varying points in 2017

Primary DE&I Goal: inclusion

Other applicable domain: diversity