



Diversity, Equity and Inclusion Strategic Plan Five-Year Strategic Objectives, Measures and FY19 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 72,534 feet and 33 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



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thereby quickly available online after archival curation has occurred: these include over 2,300 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 story of African American poet Dudley Randall. His career in Detroit as a poet and publisher of other African American poets was documented by his official biographer, Melba Boyd, who generously donated Randall's papers to the Bentley in 2016. *Collections* also reports on the life of a Native American woman named Tshusick, who traveled from Michigan to Washington, DC in 1826. Bentley research fellow Justin Carroll shares his efforts to tell Tshusick's story as "a way of exploring richer narratives of indigenous survival and identity."

Two conservators manage a state-of-the-art laboratory for conserving paper, photographic, and print media; their recent work has included the conservation of early twentieth century photographs relating to the University of Michigan Alpha Phi Alpha, Epsilon Chapter. They also conserved the scrapbook of Sophia Holley Ellis; this volume contains rare visual documentation of the African American student experience at University of Michigan in 1949-50.

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.

Statement of Commitment

We value...

Bentley Historical Library

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

Malgosia Myc, Assistant Director for Reference and Academic Programs

Cinda Nofziger, Assistant Archivist for Academic Programs and Outreach

Promoting an Equitable and Inclusive Community Domain:

Nancy Bartlett, Associate Director

Angela Clark, Business Administrator

Recruitment, Retention, and Development Domain:

Nancy Bartlett, Associate Director

Malgosia Myc, Assistant Director for Reference and Academic Programs

Brian Williams, Assistant Director and Archivist for University History

Service Domain:

Nancy Bartlett, Associate Director

Brian Williams, Assistant Director and Archivist for University History

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-eight regular staff members. 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 and ongoing relevance include:



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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.

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 2016, fall 2017, winter 2017, and winter 2018

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

Staff reports

Registration and circulation data generated by Aeon

Catalog and "finding aid" data

Bentley Research Fellowship files



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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 five committees and multiple all-staff 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

Bentley staff, students, and volunteers participated in multiple DEI engagement opportunities including workshops on disability awareness and etiquette; bystander intervention; and intercultural awareness. Four internal committees were organized in response to an internal climate survey led by a staff committee appointed by the director; these committees addressed communication, compensation equity, social life of staff, and the Project Archivist Program. Staff also attended DEI-related presentations including one on the history of African American student life at the University of Michigan and the history of LGBTQ in Michigan. Under the supervision of the director, an initiative to document the history of African American student life at the University of Michigan was continued.

Summary of Year Two implementation, learnings, and key takeaways

Year Two Implementation was largely successful due to the strong commitment of staff and the intentional adapting of DEI priorities to core functions and ongoing priorities of the Bentley Historical Library as well as to special projects specific to Year Two, most notably the University of Michigan Bicentennial.

Processes used to collect data or evaluate action items

Consultations with the Office of Services for Students with Disabilities were used to explore enhanced services for students with disabilities in their use of Bentley Historical Library collections and reference consultations;

Education and scholarship relevant to DEI relied upon structured exercises with UM students and interviews with faculty for analysis;



A Bentley climate survey was used to gather data on staff perceptions of the work environment;

Four internal committees were established to review and make recommendations around compensation equity, social life of staff, the Project Archivist Program, and communication;

and a user survey of reading room services and overall experience was undertaken in winter 2018.

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. **Most recent recruitment and retention efforts have yielded an increase in diversity of staff in terms of race/ethnicity.***

New findings from Year Two implementation are that a search committee with greater mindfulness of DEI principles, and intentional inclusion of interview questions relating to the applicant's commitment to and understanding of DEI principles, can achieve progress in attracting a diverse pool of applicants for archival positions at the Bentley.

The establishment in 2015 of a much clearer promotion policy and procedures for promotion—through a new document 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



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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 assistant directors. This effort led in 2017/18 to a consulting firm that facilitated customized training and the discussion of appropriate principles. Diversity, equity, and inclusion figured significantly in this further development of leadership at the Bentley.

The leadership team at the Bentley has realized greater strength in its goals and priorities through the consultation with a consulting firm that provided customized training, including in the area of DEI.

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 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 is able to analyze patterns of use of the collections. That tool and closer communication with faculty on course assignments helps archivists assist with greater precision any emerging needs of students in the reading room. Aeon also advances 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, Abdin Jabara papers, and James W. Toy papers at the Bentley were among the most frequently consulted collections in 2017/18. The 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 was able to launch its five-year program of seminars for



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faculty dedicated to the betterment of archival learning opportunities for students across campus. Now at the midpoint of its five-year program of seminars, the Bentley is organizing a national symposium in November 2018 on Teaching Undergraduates with Archives.

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.

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 is 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 archivist Aprille McKay reaching out to all units across campus for an eventual transfer of final reports.

The Bentley Historical Library realized a heightened visibility across campus and well beyond through its many partnerships, programs, publications, and services that have been provided throughout the Bicentennial celebrations and beyond.

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

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

Measures of Success: (for Objective 1): written policy in place, after review by University of Michigan Office of General Counsel, by 12/14/2018



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FY19 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, after review by University of Michigan Office of General Counsel, by 12/14/2018

FY19 Actions: establish inclusive hiring practices

Primary DE&I Goal: diversity

Constituency: Staff

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

Measure of Success (for Objective 5): ongoing communication to staff of leadership principles including their relevance to diversity, equity, and inclusion and strategies for conflict resolution

FY19 Actions: ongoing communication to staff of leadership principles and strategies for conflict resolution

Primary DE&I Goal: diversity

Constituency: Staff

Five-Year Strategic Objective 5: enhancing of career advancement strategies and skills for early career project archivists who hold two-year appointments at the Bentley Historical Library

Measure of Success (for Objective 5): successful engagement in professional activities such as conferences, symposia, and workshops

FY19 Actions: inclusion of project archivists in planning for national symposium on Teaching Undergraduates with Archives; leadership advising of project archivists, including on the development of a program to organize and host a meeting for all staff with a visiting leader in the archival profession

Primary DE&I Goal: diversity and inclusion

Other applicable domain: equity

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; successful national symposium in November 2018 on Teaching Undergraduates with Archives

FY19 Actions: continuation of Third Century Initiative: Engaging the Archives; continuation of an MCubed Project entitled "Engaging the Archives: Researching Best Practices for Student Success in the Archives;" additional research to be conducted by a Bentley Historical Library Fellow in the Research Experience for Master's Students program organized by UM



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School of Information; organizing and hosting national symposium on Teaching Undergraduates with Archives

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

FY19 Actions: archivists to continue 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): an engaged staff, student employees, and volunteers on the question of redesigning front meeting room (seminar room) and hallway to better convey DEI principles

FY19 Actions: Bentley administrative committee to survey all staff, student employees, and volunteers for ideas on redesigning front meeting room (seminar room) and hallway

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): increased satisfaction among staff through actions taken to implement recommendations from four internal committees' work of winter 2018.

FY19 Actions: administrative review in summer 2018, report to staff in fall 2018, and implementation as of fall 2018 of findings from four internal committees focusing on compensation equity, social life of staff, Project Archivist Program, and communication.

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): continuing communications about and use of services for students with disabilities



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FY19 Actions: Bentley disability awareness committee to continue to confer with Office of Services for Students with Disabilities on communications and services

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 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): successful communications and consultations with university administrators

FY19 Actions: continue to 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: sustain 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; and the online launch and subsequent use of newly digitized collections including the historical records of the Department of Afroamerican and African Studies and the archival collection of UM President James B. Angell.

FY19 Actions: ongoing support to university units preparing their histories, support to all programs and courses, and launch of online access historical records of the Department of Afroamerican and African Studies and the archival collection of UM President James B. Angell at varying points in 2018 (including fall 2018)

Primary DE&I Goal: inclusion

Other applicable domain: diversity