



## **Diversity, Equity and Inclusion Strategic Plan Five-Year Strategic Objectives, Measures, and FY21 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 75,219 feet and 136 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 normally 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

## **Bentley Historical Library**

practices in preserving the past. Many of the newest collections arrive at the archives in digital formats and are thereby quickly available online after archival curation has occurred: these include over 2,665 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 reached 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 LGBTQ, and minorities. Most recent accessions include the records of Ozone House in Ann Arbor, a destination for homeless youth including those who are LGBTQ. As another recent example, the newly-acquired photographs of William McNeece document the diversity of faith in southeastern Michigan.

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. Most recent accessions relating to the University of Michigan include the papers of Harold Johnson, the first African-American dean at the University of Michigan; the University of Michigan United Asian American Organization; the University of Michigan Spectrum Center series of oral histories with alumni; the University of Michigan Sweetland Center series of oral histories with first-generation college students; and the collection of Jon Onye Lockard, co-founder of the University of Michigan Department of Afroamerican and African Studies.

### ***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 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 dedicated to helping all match their questions and interests with the collections through online consultations and digitization services. Also on the team are Field archivists, who negotiate and plan for the newest collections by engaging with records creators and potential

## Bentley Historical Library

donors. 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 example 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 through developing strategies to ethically and critically engage with materials in the classroom that center underrepresented voices, 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).

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 lectures and other presentations based on the archives, on the history of the University of Michigan, uncover 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 most recent issues of the Bentley's magazine, entitled *Collections*, spotlight courses that investigate the history of complex issues including transgender themes in U.S. history and the experiences of women in the Philippines during American imperialism from 1898 to 1946. *Collections* has also reported on the legacy of Alice Chipman Dewey, whose accomplishments are often overshadowed by those of her husband, American philosopher John Dewey. Complementary social media posts have highlighted Bentley content related to Pride Month, #BLM, underrepresented voices, and much more.

Two conservators manage a state-of-the-art laboratory for conserving paper, photographic, and print media; a sampling of their work in 2019/2020 relating to DEI includes the conservation of records from the "Midwest Gay Academic Journal;" the collection of Eva Jessye, composer and African American music historian; the papers of Lee Kefauver, women's rights activist; "Detroit Jewish News;" the papers of Cornelia Kennedy, the first woman appointed to the federal bench in Michigan and the first woman to become a chief judge for a United States District Court; the papers of Robert F. Williams, civil rights activist, advocate of armed Black self-defense, and president of the Detroit-based Republic of New Africa; the records of Alpha Phi Alpha, Theta Zeta Lambda Chapter, the first intercollegiate Greek-fraternity that was established by and for African American men; the papers of the Fields family, an Ann Arbor African American family; the scrapbook of Sol Fisher, a Jewish law student at University of Michigan in the class of 1929; and the scrapbook of Morton Steinberg, a Jewish student at the University of Michigan in the class of 1923.

Finally, the Bentley staff normally 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. Classes, both online and in-person when possible, seek to promote inclusivity in instruction.

### 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 over 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 through the 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, Associate 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 thirty-three regular staff members. We used the following activities:*

*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 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:*

*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*

*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, their online requests of materials, and their online requests of duplication including digitization 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,” (completed in 2020)*

*Some of the planning has also complemented 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*

*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*

*Process used to analyze data*

*DEI co-leads and Bentley administrative committee hold 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*

#### ***Summary of engagement activities and implementation highlights for Year 4***

*The Bentley staff took part in a training session relating to DEI in Year Four, using the book “Ask A Manager” as a source for engaging all staff in discussions about communication among colleagues including supervisors.*

*The book “Teaching Undergraduates with Archives,” co-edited by Bentley archivists Nancy Bartlett, Liz Gadelha, and Cinda Nofziger, was published in late 2019 by University of Michigan Press with select content from a national symposium organized in November 2018 by Bentley archivists.*

*Construction was underway on the addition to the University of Michigan Detroit Observatory; the addition will afford greater access once it is opened in 2021.*

*Sixteen research fellows were funded to conduct research in Bentley collections on topics including the history of gay citizenship in Detroit, race and legal resistance in the United States, gay rights and religious freedom, and the politics of economic emergency in Michigan.*

*A winter semester 2020 faculty seminar was held on Teaching Undergraduates with Archives. Six faculty members from a variety of disciplines designed new course assignments and syllabi on topics including US-Philippine colonial archives and the role of University of Michigan in overseas imperialism; the intertwined histories of archive and city in the case of Detroit; Native American Studies, Native American identity and heritage, and the University of Michigan; and Black culture and politics in 20th century America.*



*The construction of a database identifying African American students at the University of Michigan over time was further developed, with a total of almost 6,000 individuals documented between the years 1853 and 1970; this is an ongoing project. A report on the ongoing work was included in the above-mentioned “Teaching Undergraduates with Archives” book due to its pedagogical values.*

*The Curation team at the Bentley launched a project to enhance online access to the 3,047 University of Michigan Alumnae Surveys from 1924. The approach followed an inclusive review of options and priorities set by all Bentley staff.*

*Each of these activities heightened the Bentley staff’s awareness of the importance of DEI and our ongoing commitment.*

*Summary of Year Four implementation, learnings, and key takeaways*

*Year Four 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.*

*Year Four was inevitably altered in terms of goals and priorities as well as daily activities due to COVID-19.*

***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;***

***Results of a Bentley climate survey in 2018 continued to be implemented to optimize staff perceptions of the work environment.***

### **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*





## Bentley Historical Library

*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. (The 2005 census remains the most recent). Bentley census now has improved beyond the SAA census, including one archivist who self-identifies as Asian-American, one archivist who is Puerto Rican American, and one archivist is Latina. Geographic origins of the Bentley's archivists are still 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. **Recent recruitment and retention efforts have yielded an increase in diversity of staff in terms of race/ethnicity, although all active searches were terminated in winter 2020 due to the Covid-19 pandemic.***

***Findings from Year Two implementation--which continue to be extremely important into Year Five and beyond--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 African-American and of Puerto Rican heritage are leading archivists or academic faculty in three major universities.*

*Given that leadership at the Bentley was entirely new as of 2013, there continues to be 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 continues to realize greater strength in its goals and priorities through the past consultation with a consulting firm that provided customized training, including in the area of DEI.***

*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. Aeon 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,***



## Bentley Historical Library

*that the records of the Detroit Urban League and LGBTQ activist James Toy were among the most frequently consulted collections in 2019/20. 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 faculty dedicated to the betterment of archival learning opportunities for students across campus. Just past the midpoint of its five-year program of seminars, the Bentley organized and hosted a national symposium in November 2018 on Teaching Undergraduates with Archives. A volume of select presentations from the symposium was published online and in print by University of Michigan Press in late 2019. As of July 17, 2020, there have been 2,307 views of the book online and 362 downloads of the book.*

*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 continuing to remind units across campus about 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. An example of heightened visibility was the launch of a new Bentley Historical Library portal to the history of the University of Michigan at [historyofum.umich.edu](http://historyofum.umich.edu).*

### **Key Findings, Themes and Recommendations**

*Despite the disruption of transitioning of the entire staff to remote work as of March 2020, the Bentley was able to sustain much of its commitment to DEI. For example, a*



*“Michigan in the World” class on the history of mental health at the University of Michigan, taught by Professor Henry Cowles, was successfully developed and completed in spring semester 2020 with the use of online resources and consultations with archivists Cinda Nofziger and Brian Williams. The addition of more biographical information to the database of African American students at the University of Michigan between 1853 and 1970 went uninterrupted thanks to online systems and sources. Hundreds of “finding aids,” online tools for discovering archives of interest at the Bentley, have been either newly-created or updated since remote work began in March 2020.*

*Unfortunately, the COVID-19 disruption also led to the termination of all active searches, any onsite classes or other meetings, and all field work involving in-person interaction. Each of these disrupted activities feature DEI.*

**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 12/01/2020  
FY21 Actions: continue to build out inclusive hiring policies  
Primary DE&I Goal: diversity  
Other applicable domain: inclusion*

**Constituency: Student employees**

*Five-Year Strategic Objective 2: progress towards achieving a more diverse team of student employees  
Measure of Success (for Objective 2): written policy in place, after review by University of Michigan Office of General Counsel, by 12/01/2020  
FY21 Actions: continue to build out inclusive hiring practices  
Primary DE&I Goal: diversity*

**Constituency: Staff**

*Five-Year Strategic Objective 3: activating of leadership principles by director, associate director, and two assistant directors  
Measure of Success (for Objective 3): ongoing communication to staff of leadership principles including their relevance to diversity, equity, and inclusion and strategies for conflict resolution  
FY21 Actions: ongoing communication to staff of leadership principles and strategies for conflict resolution*



*Primary DE&I Goal: diversity*

**Constituency: Staff**

*Five-Year Strategic Objective 4: 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 4): successful engagement in professional activities such as virtual workshops, webinars, and a virtual event with a leader in the archival profession*

*FY21 Actions: advising of project archivists, including on the development of a program to organize and host a virtual meeting for all staff with a 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*

*FY21 Actions: apply findings and ongoing activities derived from the Third Century Initiative: Engaging the 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*

*FY21 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*

**Constituency: Students**

*Five-Year Strategic Objective 3: continue to create more welcoming public spaces for students learning and researching at the Bentley*

*Measures of Success (for Objective 3): repurposed public space with exhibited photographs intended to foreground the history of student life at University of Michigan*

*FY21 Actions: finish the installation of photographs that reflect student interests and demonstrates that students belong at the Bentley*

*Primary DE&I Goal: inclusion*

*Other applicable domain: diversity*

**Constituency: Students**

*Five-Year Strategic Objective 4: continue to create more inclusive, virtual classroom environments*



## Bentley Historical Library

*Measures of Success (for Objective 4): positive evaluation from CRLT on inclusive classroom environment strategies*

*FY21 Actions: continue to send material about accessibility to faculty and explore other ways to inform instructors and students about the inclusion through the Bentley's collections and services; develop, in consultation with CRLT, a post-class assessment tool that helps to measure sense of inclusion in virtual classroom; bring together related institutions on campus to engage in collaboration around inclusive teaching practices involving libraries, archives, and special collections*

*Primary DE&I goal: inclusion*

**Constituency: Staff**

*Five-Year Strategic Objective 5: collaborate with curators and faculty experts on the history of American imperialism in the Philippines to develop a 5 x 5 Humanities Collaboratory proposal to review access policies, with community engagement, to all Dean Worcester collections on campus*

*Measures of Success (for Objective 5): a productive 5 x 5 Humanities Collaboratory project leading to a larger undertaking to review and align access to all Dean Worcester collections on campus*

*FY21 Actions: develop and submit a 5 x 5 Humanities Collaboratory proposal*

*Primary DE&I goal: diversity*

**Constituency: Staff**

*Five-Year Strategic Objective 6: organize public events to celebrate new collections and the production of new knowledge relating to the history of Diversity, Equity, & Inclusion at the University of Michigan*

*Measures of Success (for Objective 6): increased awareness of new collections and new knowledge based on the archives of the Bentley Historical Library*

*FY21 Actions: organize a virtual public event in September 2020 to celebrate the publication by Professor Andrei Markovits and Kenneth Garner of "The Boundaries of Pluralism: The World of the University of Michigan's Jewish Students from 1897 to 1945;" and organize a virtual public event in September 2020, together with UM School of Music, Theatre & Dance, to celebrate the career and archival collection of Professor Emeritus Willis Patterson*

*Primary DE&I goal: diversity*

### IV. C. Promoting an Equitable and Inclusive Community

**Constituency: Staff, student employees, and volunteers**

*Five-Year Strategic Objective 1: enhance overall visual cues of displays to promote a sense of equity and inclusion at the Bentley for all visitors and employees, even within the limitations of social distancing due to COVID-19*

*Measures of Success (for Objective 1): evidence of DEI principles through the installation of new visual displays in public and work spaces based on input from an engaged staff, student employees, and volunteers*





## Bentley Historical Library

***FY21 Actions: the installation of new visual displays in public and work spaces will become possible after reentry following remote work due to COVID-19***

*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 and discussion of the book "Ask A Manager" in FY20*

*FY21 Actions: continue to implement findings from four internal committees focusing on compensation equity, social life of staff, Project Archivist Program, and communication; implement recommendations based on staff discussion of "Ask A Manager"*

*Primary DE&I Goal: inclusion*

*Other applicable domain: equity*

**Constituency: Staff, student employees, and volunteers**

*Five-Year Strategic Objective 3: enhance onsite and online 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*

*FY21 Actions: Bentley disability awareness committee to continue to confer with Office of Services for Students with Disabilities on communications and services and to participate in other campus virtual meetings and professional virtual conference sessions on accessibility*

*Primary DE&I Goal: inclusion*

*Other applicable domain: equity*

**Constituency: Staff, student employees, and volunteers**

*Five-Year Strategic Objective 4: educate our community on sexual harassment and misconduct prevention in an effort to promote a safe and supportive environment for all members to work, learn, and thrive.*

*Measures of Success (for Objective 4): A safe and supportive environment, with educated provided to staff, students, and volunteers on sexual harassment and misconduct prevention.*

*FY21 Actions: support central efforts to educate faculty, staff, and students on the forthcoming University of Michigan Policy on Sexual and Gender-Based Misconduct Prevention ("umbrella policy"); develop and socialize unit-specific value statements that align and reinforce the forthcoming university level values that promote culture and climate change consistent with both the Diversity, Equity & Inclusion, and Sexual and Gender-Based Misconduct Prevention work that is already underway.*

*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*

*FY21 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; 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; and the ongoing project to identify African American students at the University of Michigan between 1853 and 1970.*

*FY21 Actions: ongoing support to university units preparing and updating their histories, support to all programs and courses, and launch of online access historical records*

*Primary DE&I Goal: inclusion*

*Other applicable domain: diversity*

**V. Goal-related Metrics – School, college or unit measures tracked over time**

**Diversity:** makeup of Bentley Historical Library workforce

**Equity:** internal climate survey results

**Inclusion:** number of participants in skill and cultural training opportunities

**Demographic Composition:**

Headcount

Race/ethnicity

Sex

Age (Generation cohort)

**Climate Survey Indicators**

Satisfaction with unit climate/environment in work unit

Assessment of semantic aspects of the general climate in work unit

Assessment of semantic aspects of the DEI climate in work unit

Feeling valued in work unit

Feeling of belongingness in work unit

Assessment of work unit commitment to diversity, equity, and inclusion

Perceptions of equal opportunity for success in work unit

Feeling able to perform up to full potential in work unit

Feelings of professional growth in work unit

Feelings of discrimination in work unit

## VI. Action Planning Tables with Details and Accountabilities

---

### VI. A. Recruitment, Retention and Development

Key Constituency	Strategic Objective	Measures Of Success	Detailed Actions Planned (measurable, specific)	Group/ persons accountable	Resources needed (if applicable)
Staff	Progress towards achieving a more diverse staff	Written policy in place by 12/01/20 after review by UM Office of General Counsel	Continue to build out inclusive hiring policies	Associate Director, Business Administrator	None
Staff and Students	Progress towards achieving a more diverse team of student employees	Written policy in place by 12/01/20 after review by UM Office of General Counsel	Continue to build out inclusive hiring policies	Associate Director, Business Administrator	None
Staff	Enhanced communication between staff, student employees, volunteers and Bentley leadership including director, associate director, two assistant directors, and business administrator	Ongoing communication to staff of leadership principles including their relevance to DEI for conflict resolution	Ongoing communication to staff of leadership principles and strategies for conflict resolution	Director, Associate Director	None

## Bentley Historical Library

Staff	Enhancing of career advancement strategies and skills for early career project archivists who hold two-year appointments at the Bentley Historical Library	Successful engagement in professional activities such as virtual workshops, webinars, and a virtual event with a visiting leader in the archival profession	Advising of project archivists, including on the development of a program to organize and host a virtual meeting for all staff with a leader in the archival profession	Associate Director	None
-------	--	---	---	--------------------	------

### IV. B. Education and Scholarship

Key Constituency	Strategic Objective	Measures Of Success	Detailed Actions Planned (measurable, specific)	Group/ persons accountable	Resources needed (if applicable)
Staff	Enhance the undergraduate learning experience in the archives	Faculty evaluations	Apply findings and ongoing activities derived from the Third Century Initiative: Engaging the Archives	Director, Associate Director, Archivist for Academic Programs and Outreach	None
Staff	Enhance access through uncovering hidden collections	Greater description of collections relating to diversity, equity, and inclusion leading to increased discovery and use	Archivists to continue a survey of existing finding aids and catalog descriptions by adapting methodologies deployed at Yale's Manuscripts and Archives	Lead archivist for collections management	None

## Bentley Historical Library

Students	<b>Continue to create more welcoming public spaces for students learning and researching at the Bentley</b>	<b>Repurposed public space with exhibited photographs intended to foreground the history of student life at the University of Michigan</b>	<b>Finish the installation of photographs that reflect student interests and demonstrates that students belong at the Bentley</b>	Archivist for Academic Programs and Outreach	None
Students	<b>Continue to create more inclusive, virtual classroom environments</b>	<b>Positive evaluation from CRLT on inclusive classroom environment strategies</b>	<b>Continue to send material about accessibility to faculty and explore other ways to inform instructions and students about inclusion; develop, in consultation with CRLT, a post-class assessment tool; bring together related institutions on campus to engage in collaboration around inclusive teaching practices</b>	Archivist for Academic Programs and Outreach	None
Staff	<b>Collaborate with curators and faculty experts on the history of American imperialism in the Philippines to develop a 5 x 5 Humanities Collaboratory proposal to review access policies, with community</b>	<b>A productive 5 x 5 Humanities Collaboratory project leading to a larger undertaking to review and align access to all Dean Worcester collections on campus</b>	<b>Develop and submit a 5 x 5 Humanities Collaboratory proposal</b>	Associate Director	None

## Bentley Historical Library

	<b>engagement, to all Dean Worcester collections on campus</b>				
Staff	<b>Organize public events to celebrate new collections and the production of new knowledge relating to the history of Diversity, Equity, &amp; Inclusion at the University of Michigan</b>	<b>Increased awareness of new collections and new knowledge based on the archives of the Bentley Historical Library</b>	<b>Organize a virtual public event in September 2020 to celebrate the publication by Professor Andrei Markovits and Kenneth Garner of “The Boundaries of Pluralism: The World of the University of Michigan’s Jewish Students from 1897 to 1945;” and organize a virtual public event in September 2020, together with UM School of Music, Theatre, &amp; Dance, to celebrate the career and archival collection of Professor Emeritus Willis Patterson</b>	Director	None

### IV. C. Promoting an Equitable and Inclusive Community

Key Constituency	Strategic Objective	Measures Of Success	Detailed Actions Planned (measurable, specific)	Group/ persons accountable	Resources needed (if applicable)
Staff, students, and volunteers	<b>Enhance overall visual cues of displays to promote a sense of equity and inclusion at the Bentley for all visitors and</b>	<b>Evidence of DEI principles through the installation of new visual displays in public and work spaces based on input</b>	<b>The installation of new visual displays in public and work spaces will become possible after reentry following remote work due to COVID-19</b>	Director, Associate Director, Business Administrator, and Assistant Director and Archivist for University History	None



## Bentley Historical Library

	<b>employees, even within the limitations of social distancing due to COVID-19</b>	<b>from engaged staff, student employees, and volunteers</b>			
Staff, students, and volunteers	Enhance internal staff dynamics as they pertain to promoting an equitable and inclusive staff climate	Increased satisfaction among staff, student employees, and volunteers through actions taken to implement recommendations from four internal committees' work of sinter 2018 and discussion of the book "Ask A Manager" in FY20	Continue to implement findings from four internal committees focusing on compensation equity, social life of staff, Project Archivist Program, and communication; implement recommendations based on staff discussion of "Ask A Manager"	Director, Associate Director, and Business Administrator	None
Staff, students, and volunteers	Enhanced onsite and online accessibility for the benefit of staff, student employees, volunteers, and all visitors to the Bentley	Continuing communications about and use of services for students with disabilities	Bentley disability awareness committee to continue to confer with Office of Services for Students with Disabilities on communications and services and to participate in other campus virtual meetings and at professional virtual conference sessions on accessibility	Director, Associate Director, and Business Manager	None
Staff, students, and volunteers	<b>Educate our community on sexual harassment and</b>	<b>A safe and supportive environment, with</b>	<b>Support central efforts to educate faculty, staff, and</b>	Director, Associate Director, and Business Manager	None

## Bentley Historical Library

	<b>misconduct prevention in an effort to promote a safe and supportive environment for all members to work, learn, and thrive.</b>	<b>education provided to staff, students, and volunteers on sexual harassment and misconduct prevention.</b>	<b>students on the forthcoming University of Michigan Policy on Sexual and Gender-Based Misconduct Prevention (“umbrella policy”); develop and socialize unite-specific value statements that align and reinforce the forthcoming university level values that promote culture and climate change consistent with both the Diversity, Equity, &amp; Inclusion, and Sexual and Gender-Based Misconduct Prevention work that is already underway.</b>		
--	--	--	---	--	--

### IV. D. Service

Key Constituency	Strategic Objective	Measures Of Success	Detailed Actions Planned (measurable, specific)	Group/ persons accountable	Resources needed (if applicable)
Staff	Enhance records management at UM by operationalizing a records management program	<b>Successful communications and consultations with university administrators</b>	<b>Continue to operationalize records management program administered by the Bentley Historical Library</b>	Assistant Director for University History	None
Staff	Sustain the success of the University of	<b>Production of new knowledge</b>	<b>Ongoing support to units preparing and updating their</b>	Director, Associate Director, Assistant	None

## Bentley Historical Library

	Michigan Bicentennial of 2017	<p><b>through new histories of UM facilitated by the services and archives of the Bentley Historical Library; 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; and the ongoing project to identify African American students at the University of Michigan between 1853 and 1970.</b></p>	<p><b>histories, support to all programs and courses</b></p>	Director and Archivist for University History	
--	-------------------------------	--	--	---	--

## **VII. Plans for Supporting, Tracking and Updating the Strategic Plan**

The Bentley Historical Library established strategic priorities for the period 2014 - 2017 based on a series of six-month consultancy reviews by the Kardia Group in 2013/2014. With the introduction of the DEI five-year planning horizon, we have modified our strategic planning priorities, and intend to provide for updating the DEI plan as well as our strategic plan each year. With regard to tracking our progress on the plan, we will include DEI as an agenda item in our administrative committee meetings as well as our monthly staff meetings. The agenda item will be informed by a dashboard tracking each strategic planning objective with its target completion date and person responsible, and whether the objective is on track or at risk. Focus of discussion in the administrative committee will be how to respond to objectives at risk. Response may include directing more collaborative resources to the objective, modifying the objective (especially if it is compromised by COVID-19), or tabling the objective if it no longer makes sense. **Nancy Bartlett, associate director, will be the key contact for the plan stewardship in FY21. Cinda Nofziger and Brian Williams will serve as co-leads with Nancy Bartlett for DEI.**