'TO: ALA Executive Board

RE: Equity, Diversity, and Inclusion Strategic Direction Implementation Plan

ACTION REQUESTED/INFORMATION/REPORT:

ACTION REQUESTED BY:
Jody Gray, Director Office for Diversity, Literacy and Outreach Services
Mary Ghika, Interim Executive Director

CONTACT PERSON:
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DATE: 10/17/17

BACKGROUND:
In January 2017, at the ALA Midwinter Meeting (Council II), ALA President-Elect Jim Neal, acting on behalf of the Executive Board, moved amendment of the ALA Strategic Plan by addition of a new Strategic Direction: Equity, Diversity, and Inclusion (2016-2017 ALA CD#35_12017-cover_act and CD#35.2). The motion was approved.

Following approval, ALA Management moved to push an implementation process in place. As is true with the other Strategic Directions, a team of co-leaders was names: Jody Gray, Director, ALA Office for Diversity, Literacy and Outreach Services, and Mary Ghikas, Senior Associate Executive Director, ALA. The assumption-as with other Strategic Directions-is that implementation requires the participation of all parts of the Association, with high-level coordination by the designated team leaders.

At the Spring 2017 Executive Board Meeting, Jody Gray and Mary Ghikas presented an Interim Implementation Report (2016-2017 EBD#12.33) to provide a starting point for implementation discussion with ALA staff, ALA member groups, and related groups outside ALA.

- The ALA Council approved both Goals and Strategies. The Implementation Plan is laid out by Strategy.
- Strategies are mapped to the Goals, i.e., looking at the approved strategies, the team asked the question: which goals could be advanced with this strategy? [Goals Impacted]
- ALA Executive Director Keith Michael Fiels has encouraged looking at strategies and activities in terms of "impact horizon" or impact zone: The Association, the profession, libraries, the communities served by libraries. A key aim of implementation is to push impact out beyond the Association, to the profession, to libraries, and where possible to the communities served by libraries.
- An initial (draft) set of outcome measures/signs of success has been suggested, primarily as a basis for further discussion, along with some specifics about what would/could be measured.
- Finally, sample activities have been indicated, again primarily as a basis for further discussion and development.

Attached is the final implementation plan set forth with feedback from discussion ALA staff, ALA member groups, and related groups outside ALA.

ATTACHMENTS:

Strategic Direction: Equity, Diversity, and Inclusion Implementation Plan

Summary

The American Library Association recognizes that equity, diversity, and inclusion (EDI) impacts all aspects of work among members of the Association, within the field of librarianship, and within the communities served by libraries. This work includes addressing, dismantling, and transforming policies, structures and biases throughout the organization and the field of librarianship. ALA, through its actions and those of its members, is instrumental in creating a more equitable, diverse, and inclusive society.

Goals

Goal 1: Commit to ameliorating marginalization and underrepresentation within the Association and the communities served by libraries through increased understanding of the effects of historical exclusion.

Goal 2: Expand the work of ALA and its allies in building a diverse and inclusive profession.

Goal 3: Provide context and understanding of the concepts of equity, diversity, and inclusion and recognize their intersectional and complex nature.

Goal 4: Empower ALL ALA members to participate in the life of their organization.

Goal 5. Establish resources and support so libraries and librarians can be effective advocates for the inclusion of all individuals in the life of their community.

Goal 6: Establish ALA as a major voice for the values of equity, diversity, and inclusion in all areas of information policy.

Goal 7: Provide safe, respectful space for diverse voices and perspectives.

Strategies

Strategy 1: Conduct or provide professional development opportunities that address issues of equity, diversity, and inclusion.

Strategy 2: Review ALA alliances and coalitions to increase focus on equity, diversity, and inclusion.

Strategy 3: Build a national advocacy campaign based on existing advocacy assets which focus on the values of equity, diversity, and inclusion; empower all ALA members to advocate within their workplace, their community and beyond.

Strategy 4: Gather, develop, and disseminate research documenting the value of equity, diversity, and inclusion.

Strategy 5 Review information policy positions and strategies and revise as needed to clearly articulate the values of equity, diversity and inclusion.

Strategy 6: Work with graduate programs in Library and Information Science (LIS) to increase focus on equity, diversity and inclusion within LIS programs and within the subject matter of the curricula.

Strategy 7: Enhance recruitment, mentoring and networking activities by all parts of ALA (including ALA Chapters) – building on and expanding all components of the Association (including Spectrum), as well as its affiliates and chapters – to build a diverse and inclusive leadership for the Association and the profession.

Strategy 8: Ensure that the values of equity, diversity and inclusion are embedded in all continuing education, including ALA and ALA Division conferences, relating to all aspects of the profession and its practice.

Strategy 9: Develop continuing education specifically focused on understanding and addressing unconscious bias, power dynamics, microaggressions, white privilege and other topics related to equity, diversity and inclusion.

Strategy 10: Critically examine the way that equity, diversity, and inclusion are addressed and coordinated throughout the Association.

Both the goals and the list of strategies were approved by the ALA Council, Midwinter 2017 in Atlanta, GA.

OBJECTIVES AND SAMPLE TACTIC FOR EACH STRATEGY

The strategies for success are the approaches that will be taken to achieve the goals. Outcome measurement will be assessed at the strategy level.

Strategy 1: Conduct or provide professional development opportunities that address issues of equity, diversity, and inclusion.

Outcome measure/sign of success: ALA coordinates, develops, or integrates EDI issue continuing education content throughout the association.

How this will be measured: Increased number of sessions (workshops, webinars, toolkits, etc.) across the association.

Impact Zone(s): Profession, Libraries

Goal(s) Impacted: 1, 2, 3, 5, 7

SAMPLE ACTIVITIES
- **Continuing Education (Divisions):** ALCTS – "Equity, Diversity, and Inclusion: Creating a New Future for Library Collections," Symposium at Midwinter 2017. Virtual Pre-conference on metadata and diverse points of view for Annual 2017; LLAMA – "Cultural Proficiency for Library Leaders," Pre-Conference Annual 2017
- **Office for Diversity, Literacy and Outreach Services:**
    o Call for Proposals: Webinar series that address issues of EDI (i.e. cultural humility)
    o Workshops to address issues of EDI (cultural competency, intercultural communication, inclusive practices, privilege, and ally roles)

Strategy 2: Review ALA alliances and coalitions to increase focus on equity, diversity, and inclusion.

Outcome measure/sign of success: ALA Divisions and Offices work with ethnic affiliates and related groups/organizations related to equity, diversity, and inclusion for programs, continuing education, grants, and conferences.

How this will be measured: Begin by developing a baseline measurement of collaborations with ethnic affiliates and related groups/organizations, programs, continuing education, grants, and speakers. Increase in number of speakers, presenters, and programming association with these groups and cross attendance.

Impact Zone(s): Profession, Association, Libraries

Goal(s) Impacted: 1, 2

SAMPLE ACTIVITIES

- Development of the ODLOS Advisory Committee, which has representatives from all 5 ethnic caucuses, and the Association of Bookmobile and Outreach Services, and Association of Rural and Small Libraries
- Related Task Force on Equity, Diversity, and Inclusion Recommendations:
    - 1.9 Create a clearinghouse (speakers bureau) of people with expertise in EDI to aid program planners in choosing speakers – Currently being developed with the 2017 Emerging Leaders Cohort and ODLOS
    - 4.8 Work with other national associations to share checklists, clearinghouse information, etc. – currently being developed by the Equity, Diversity, and Inclusion Implementation Working Group

Strategy 3: Build a national advocacy campaign based on existing advocacy assets which focus on the values of equity, diversity, and inclusion; empower all ALA members to advocate within their workplace, their community and beyond.

Outcome measure/sign of success: Embed EDI messaging throughout the Libraries Transform Campaign. Create messaging, resources and tools that are flexible to meet the needs of library workers in a diverse, changing, and disruptive environment to be integrated into Libraries Transform or other major advocacy campaigns across the association.

How this will be measured: Using current assessment tools, review the current Libraries Transform campaign to identify EDI messaging and address any gaps that may occur.

Assess ALA's official communications efforts (statements, press releases, and social media) regarding EDI issues.

Impact Zone(s): Libraries, Communities

Goal(s) Impacted: 1, 2, 4, 5, 6

SAMPLE ACTIVITIES
- Libraries Transform Campaign
- Libraries Respond resources from the Office for Diversity, Literacy, and Outreach Services.
- Develop an EDI toolkit w/in Libraries Transform

Strategy 4: Gather, develop, and disseminate research documenting the value of equity, diversity, and inclusion.

Outcome measure/sign of success: ALA will foster opportunities to do research to support member development.

How this will be measured: Number of published resources, articles, statistics, and best practices. The number of programs and continuing education opportunities at conferences. Increase in the number of Diversity Research Grants that are offered.

Impact Zone(s): Association, Profession, Libraries

Goal(s) Impacted: 1, 3, 5, 7

SAMPLE ACTIVITIES

- Office for Diversity, Literacy and Outreach Services:
    - Diversity Research Grant
- ALA divisions, offices, and members will:
    - identify EDI research in their respective areas
    - gather and share EDI research with ALA ODLOS

Strategy 5 Review information policy positions and strategies and revise as needed to clearly articulate the values of equity, diversity and inclusion.

Outcome measure/sign of success: Changed public perception and influenced decision makers to provide equitable access to information and increase informed civic engagement by all members of our communities.

How this will be measured: Periodic audits of policies, household surveys, media mentions, and case studies.

Impact Zone(s): Libraries, Communities

Goal(s) Impacted: 1, 2, 3, 6

SAMPLE ACTIVITIES

- Related Task Force on Equity, Diversity, and Inclusion Recommendations:
  - o 4.4 Strongly encourage all offices, divisions, and round tables within ALA to audit their goals, strategies and outcomes for diversity and inclusion every three years.
  - o 4.2B Audit all definitions of equity, diversity, and inclusion across the Association to ensure the broadest possible understanding and explore core values and roles and responsibilities statements to assess equity, diversity, and inclusion.
- National Public Policy Advocates Program Presidential Initiative

Strategy 6: Work with graduate programs in Library and Information Science (LIS) to increase focus on equity, diversity and inclusion within LIS programs and within the subject matter of the curricula.

Outcome measure/sign of success: Develop/identify a measure of what a culturally competent workforce inclusive of diverse abilities, experiences, and perspectives looks like.

Collaboration with ALISE to and ALA Office of Accreditation to identify best practices, gaps, and recommendations to address EDI in LIS programs.

How this will be measured: Organizational climate studies that review courses offered, definitions of equity, diversity, and inclusion, and shared models of success. Increase in graduate programs that include EDI as both an enrollment goal and a curriculum goal.

Impact Zone(s): Profession, Libraries

Goal(s) Impacted: 1, 2, 3, 7

SAMPLE ACTIVITIES
- Related Task Force on Equity, Diversity, and Inclusion Recommendations:
  - 6.3 Ensure equity, diversity, and inclusion (and overall cultural competence) is integrated into every part of every library school class and training and is not a separate thing.
  - 6.4 Explore expanded training and continuing education so ALA members can easily educate themselves about (1) diverse groups (2) building connections between people who are not like themselves.
  - 6.7 Assess education and accreditation standards in order to holistically include the profession's value of equity, diversity, and inclusion from various historical, theoretical, and practical perspectives.

Strategy 7: Enhance recruitment, mentoring and networking activities by all parts of ALA (including ALA Chapters) – building on and expanding all components of the Association (including Spectrum), as well as its affiliates and chapters – to build a diverse and inclusive leadership for the Association and the profession.

Outcome measure/sign of success: A culturally competent library workforce inclusive of diverse abilities, experiences and perspectives is recruited. This might be demonstrated through shared definitions, priorities and talking points across the association.

How this will be measured: ALA member demographics, retention studies, leadership attainment in ALA and in individual organizations, by people from underrepresented groups. EDI leadership development embedded into training/orientation for all leaders across the association.

Impact Zone(s): Association, Profession, Libraries

Goal(s) Impacted: 1, 2, 4, 7

SAMPLE ACTIVITIES
- Spectrum Scholarship Program
    - Increase scholarships
    - Expand the knowledge Alliance in partnership with LIS degree programs.
- Task Force on Equity, Diversity, and Inclusion Recommendations
    - 6.1 Develop and implement a long-term library profession recruitment plan; increase changes of recruiting professionals from diverse backgrounds through recruitment in high schools and undergraduate institutions to increase LIS school retention; design a plan for providing library experiences and career information early – from childhood forward.

Strategy 8: Ensure that the values of equity, diversity and inclusion are embedded in all continuing education, including ALA and ALA Division conferences, relating to all aspects of the profession and its practice.

Outcome measure/sign of success: Equity, Diversity, and Inclusion standards or outcomes are developed for continuing education across the association.

How this will be measured: Periodic audits of conference programs and continuing education offerings (see strategy's 2 and 4) to track topics related to EDI are represented.

Impact Zone(s): Association, Profession

Goal(s) Impacted: 1, 2, 4, 7

SAMPLE ACTIVITIES
- See Task Force on Equity, Diversity, and Inclusion Final Report
  http://connect.ala.org/node/262961

Strategy 9: Develop continuing education specifically focused on understanding and addressing unconscious bias, power dynamics, microaggressions, white privilege and other topics related to equity, diversity and inclusion.

Outcome measure/sign of success: ALA creates content clusters and streams of education for library professionals to they can develop their proficiency in the areas of equity, diversity, and inclusion. These areas will be integrated into all professional development areas across the association.

How this will be measured: Number of learners completing learning options with formal recognition attached. Pre-and Post evaluations of continuing education options. Working in alignment with efforts from the Professional and Leadership Development strategic direction.

Impact Zone(s): Association, Profession, Libraries

Goal(s) Impacted: 1, 2, 3, 7

SAMPLE ACTIVITIES
- **Continuing Education (Divisions):** ALCTS – "Equity, Diversity, and Inclusion: Creating a New Future for Library Collections," Symposium at Midwinter 2017. Virtual Pre-conference on metadata and diverse points of view for Annual 2017; LLAMA – "Cultural Proficiency for Library Leaders," Pre-Conference Annual 2017
- **Office for Diversity, Literacy and Outreach Services:**
  - Call for Proposals: Webinar series that address issues of EDI (i.e. cultural humility)
  - Workshops to address issues of EDI (cultural competency, intercultural communication, inclusive practices, privilege, and ally roles)
- Task Force on Equity, Diversity, and Inclusion Final Report
  - 1.12 Create a scenario based session on micro-aggressions that addresses how allies of targeted people can use the situations as teaching moments to help change behavior.

Strategy 10: Critically examine the way that equity, diversity, and inclusion are addressed and coordinated throughout the Association.

Outcome measure/sign of success: ALA has a pervasive culture of equity, diversity, and inclusion. There will be consistent messaging across all units of ALA around EDI issues, as well as, shared definitions and best practices shared across the association.

How this will be measured: Member surveys, organizational climate study, audit of messaging and definitions periodically.

Impact Zone(s): Association

Goal(s) Impacted: 1, 2, 3, 4, 5, 6, 7

SAMPLE ACTIVITIES
- See Task Force on Equity, Diversity, and Inclusion Final Report
- See Conference Accessibility Task Force (REPORT In PROGRESS)

Submitted by Jody Gray, Director, Office for Diversity, Literacy and Outreach Services
& Mary Ghikas, Senior Associate Executive Director, Member Programs & Services