FY14 Annual Report for the Libraries' Committee on the Promotion of Diversity and Inclusion
Submitted by Camille Torres Hoven and Ann Marie Willer, co-chairs, and Greg Padilla, interim co-chair
July 2014

Overview

In response to the results of the ClimateQUAL survey, the Committee on the Promotion of Diversity and Inclusion (CPDI) sponsored a number of educational and outreach programs during FY14 and partnered with Library Council on related initiatives. In recognition of its work since 2011, the committee received a 2014 MIT Libraries Infinite Mile Award in the category of Community Building.

The committee meets bi-monthly to plan programming that reflects the needs of MIT Libraries staff and to discuss how the group can contribute toward creating a more diverse and inclusive work environment. The committee was active in the following ways during FY14:

- CPDI held seven educational and social programs. Please see the detailed information below under “Programs and Events.”

- CPDI held four discussion sessions to gather staff input on how the MIT Libraries should respond to the ClimateQUAL survey results. The group sent a memo to Library Council (see Appendices) with recommendations based on this feedback, and the CPDI co-chairs partnered with Keith Glavash, Robin Deadrick, and Lisa Horowitz to address many of the suggestions.

- The committee sent a letter (see Appendices) to the search committee for the Director of Libraries position (via Libraries’ representative Tracy Gabridge), which included our exhortation to prioritize diversity and inclusion in the candidate search process.

- Mark Clemente and Camille Torres Hoven updated the Links & Resources page of the CPDI website.

- Greg Padilla and Camille Torres Hoven spoke on a discussion panel titled “Levels of Engagement: Diversity Efforts at MIT” at the 2014 MIT Diversity Summit.

- Nina Davis-Millis committed to asking each candidate for the Associate Director IT/DD position a question about diversity.

- Committee members participated in library-sponsored discussions about the Libraries Strategic Plan to encourage the consideration of diversity and inclusion issues.

- CPDI co-chairs served on MIT’s Council for Staff Diversity and Inclusion (CSDI), which links the Libraries with broader initiatives on campus such as those coming out of the office of the Institute Community and Equity Officer (ICEO).
• CPDI member Michelle Baildon was a co-lead for MIT’s Asian Pacific American Employee Resource Group (ERG), and Olimpia Caceres-Brown was co-lead for External Relations for the Latino ERG, which provide additional links between CPDI and diversity initiatives on campus. All of the ERG leaders were awarded a 2014 MIT Excellence Award for Advancing Inclusion and Global Perspectives.

• CPDI welcomed three new members. See the Appendices for a list of members.

• The Libraries’ CPDI continued to be highlighted as a successful model of a department-level diversity committee at MIT. CPDI co-chairs met with Tasha Wilder to advise her on starting a committee in the Resource Development/ Alumni Association office.

• Camille Torres Hoven and Ann Marie Willer co-presented a session titled “Speak Up to Increase Inclusion and Respect @Your Library” at the 2014 ACRL-NEC annual conference.

Programs and Events

During FY14 CPDI launched a “Climate Improvement Series” in order to take action on the ClimateQUAL survey results. CPDI hosted seven programs specifically based on the staff feedback provided in four ClimateQUAL discussion groups. The programs focused on empowering people to “Speak Up” in the workplace about diversity and inclusion topics and while working on teams. We also introduced purely social events (without programming) to give staff the opportunity to build community. The programming series was a success, and we have received positive feedback and notes of thanks from attendees.

In an effort to be more inclusive, CPDI scheduled multiple sessions of each of our educational programs so that more staff members could find a convenient day and time to attend.

<table>
<thead>
<tr>
<th>Programs and events</th>
<th>Date</th>
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<tbody>
<tr>
<td><strong>CPDI Social Event</strong></td>
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<tr>
<td>Social event with a video on implicit bias</td>
<td>September 18, 2013 = about 40 attendees</td>
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<tr>
<td>Event Coordinators: Olimpia Caceres-Brown and Greg Padilla</td>
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<tr>
<td><strong>ClimateQUAL Discussion Sessions</strong></td>
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<tr>
<td>4 discussion sessions/focus groups and 1 online survey</td>
<td>October 22, 24, 28, and 31, 2013 = about 29 attendees</td>
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<tr>
<td>Event Coordinators: Michelle Baildon, Olimpia Caceres-Brown, Kate Gyllensvard, Joe Hankins, Georgiana McReynolds, Greg Padilla, Camille Torres Hoven, and Ann Marie Willer</td>
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<tr>
<td><strong>All-Staff Presentation</strong></td>
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<td>2 presentations on the CPDI annual report (slides available online)</td>
<td>November 13 and 15, 2013</td>
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<tr>
<td>Event Type</td>
<td>Description</td>
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<tr>
<td><strong>CPDI Social Event</strong></td>
<td>Purely social event</td>
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<tr>
<td><strong>MIT Diversity Summit – CPDI Open Forums</strong></td>
<td>2 discussion sessions after the Summit</td>
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<tr>
<td><strong>Speak Up</strong></td>
<td>2 discussions and 1 workshop</td>
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<tr>
<td><strong>Toolbox for Team Empowerment</strong></td>
<td>2 workshops led by Leah Flynn Gallant (Assistant Dean for MIT Student Activities)</td>
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<td><strong>Managing Unconscious bias: your workplace advantage</strong></td>
<td>Workplace Answers webinar with Liz Williams</td>
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<td><strong>CPDI Social Event</strong></td>
<td>Outdoor potluck</td>
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<tr>
<td><strong>Active Bystander &amp; Micro-Inequities</strong></td>
<td>3 presentations led by Mary Rowe (MIT Ombudsperson)</td>
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In addition to these events, CPDI co-sponsored an MIT Libraries IAP event “A Conversation with Ta-Nehisi Coates.” CPDI also connects the MIT Libraries with programs around campus by forwarding requests to the Libraries administration for co-sponsorship. Last year MIT Libraries co-sponsored the “Imposter Syndrome Symposium” hosted by the Office of Minority Education and a talk by Samip Mallick hosted by the Center for Bilingual and Bicultural Studies and CMS/W.

**Continuing Education for Committee Members**

During FY14, members of CPDI participated in continuing education opportunities in order to learn about programming options, to create ties within the MIT and larger academic community, and to
generally strengthen the work of the committee. The chart below lists the continuing education opportunities in which CPDI members participated during FY14.

<table>
<thead>
<tr>
<th>Program</th>
<th>Date</th>
<th>Participants</th>
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<tbody>
<tr>
<td>National Society of Hispanic MBAs (NSHMBA) 7th Annual ERG Summit</td>
<td>July 10, 2013</td>
<td>Olimpia Caceres-Brown</td>
</tr>
<tr>
<td>Leading for Change: Diversity Practices in Higher Education</td>
<td>August 13-14,</td>
<td>Ann Marie Willer attended with 9 others from across MIT</td>
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<tr>
<td>Education Two-day conference sponsored by Bridgewater State University</td>
<td>2013</td>
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<tr>
<td>Diversity and leadership: creating and sustaining an inclusive</td>
<td>October 23, 2014</td>
<td>Joe Hankins, Camille Torres Hoven, Greg Padilla</td>
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<td>organizational culture Workshop presented by CSW Global at MIT Sloan</td>
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<tr>
<td>Institute Diversity Summit</td>
<td>January 28, 2014</td>
<td>Committee members</td>
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<tr>
<td>One-day follow-up conference sponsored by Bridgewater State University</td>
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**Focus for FY15**

For FY15, CPDI has identified the following foci.

- A renewed focus on the core of our committee’s charge: race, gender, and sexual orientation.
- Opportunities to discuss recent programs on team empowerment.
- Promoting awareness of diversity issues in hiring, in light of the search for a new Libraries’ director.
- Following up with Library Council on their ClimateQUAL response, specifically the “Decision Tree,” “Core Competencies for Leaders,” the Anonymous Feedback Form, and documenting Libraries’ procedures for staff searches.
- Participation in the ICEO’s campus-wide Speak Up campaign.
- Systematic collection of attendance data and program feedback to inform our work and to support data-driven initiatives in the ICEO office.
- Documentation of co-chair duties and committee norms to facilitate future transitions in committee leadership.
Appendices

Please see the following pages for these documents:

- CPDI membership
- CPDI Memo to Library Council, December 16, 2013
- CPDI Statement to the Advisory Committee for the Libraries’ Director, April 11, 2014

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**CPDI membership**

Detailed information about terms and appointments is on the [CPDI wiki](#).

**Departing members at the end of FY14**
- Nina Davis-Mallis
- Joe Hankins
- Georgiana McReynolds

**Continuing members**
- Michelle Baildon
- Olimpia Caceres-Brown
- Mark Clemente
- Kate Gyllensvard
- Camille Torres Hoven
- Greg Padilla
- Ann Marie Willer

**Newly appointed members for FY15**
- Eugenia Beh
- Julia Lanigan
- Michael Toler
MEMO
To: Library Council
From: Libraries’ Committee for the Promotion of Diversity & Inclusion
Date: December 16, 2013

The Libraries’ Committee for the Promotion of Diversity & Inclusion (CPDI) sponsored four discussion sessions and an online survey during October 2013 to gather employee feedback on how the committee might best respond to results from the 2012 ClimateQUAL survey. The committee is focusing its efforts on areas that relate to our charge, specifically race and ethnicity, gender, and sexual orientation.

The following feedback came out of the discussion groups and survey but lies beyond CPDI’s charge. We are passing it along to Library Council for possible action.

Individual effort

1. Vary your route as you walk around the library, and show your face in different places. Employees want to see the LC and SC members around different departments and in the halls.
2. Connect with new staff in your department and directorate. Ideas include:
   - Lunch or coffee with new employees (individually or as a group)
   - Meeting and greeting new employees as part of the orientation process
3. Make connections with all staff members throughout the year. One recommendation would be for members of LC and SC to hold an informal office hour once a month (or a coffee hour) where any staff member can stop by and discuss professional concerns or topics.
4. Attend CPDI events – employees notice and appreciate the presence of department heads and associate directors.
5. Promote participation in CPDI and MIT-wide diversity & inclusion programming and facilitate attendance by staff members
6. Update LC about the work being done around diversity & inclusion in your respective departments. Share those updates with your staff at meetings.

Libraries’ effort – short timeframe

7. Ensure that the people that we hire for the Associate Director and Library Director positions demonstrate or have demonstrated an interest in diversity & inclusion topics.
8. Involve staff and elicit CPDI’s feedback on the Library Director search process and/or candidate qualifications. This is a not-to-be-missed opportunity for staff involvement.
9. Publicize an updated organizational chart with correct department names and acronyms. We know things will continue to shift as we fill vacant positions, but there is a distinct need for employees to know what our organization looks like now.
   - Set up a structure for keeping the organization chart updated. E.g., is there one home for organizational charts? Who updates them: local administrative assistants or the Director’s Office?
   - Remove outdated organizational charts from staff web and wikis
10. Give all administrative and support staff the option to have their photo on the staff directory, if they wish.
   - Solicit professional-looking snap shots. Many employees will have one.
   - Schedule photographer for before/during/after the All-Staff Breakfast or an All-Staff meeting; perhaps some of the diversity funding could be put toward paying the photographer

**Libraries’ effort – longer timeframe**

11. Make the candidate search committee process more transparent. Some ideas include:
   - Developing a reference webpage on search committee processes (Robin has indicated that this is on her agenda for 2014)
   - Presenting about the search process at an All Staff meeting

12. Involve more staff members in the candidate search committee process. Some ideas include:
   - Inviting all library staff to attend candidate presentations (not all will attend or be interested, but the effort toward transparency is important)
   - Inviting more people to meet the candidates
   - Consistently soliciting staff feedback on candidates
   - Diversifying the pool of staff members from which search committee members are selected

13. Create a mentoring program (or more opportunities) for colleagues and department heads to mentor library staff members of all levels in order to make employees feel more included and to invest in developing talent within the MIT Libraries. Some ideas include:
   - Start a mentoring circle program (an idea used by Harvard libraries and that has been discussed at CPDI meetings). Here is an example of a mentoring circle program: [http://massawis.org/mentoring-circles/](http://massawis.org/mentoring-circles/)
   - Explore other mentoring programs and chose one that best fits with MIT Libraries priorities

14. “Onboarding” and orientation for new staff. See [http://welcome.mit.edu/](http://welcome.mit.edu/) for the new MIT-wide website. The Libraries can generate its own onboarding content. Orienting new staff is a year-long process and everyone at MIT should invest in that process.
April 11, 2014

Dear members of the Advisory Committee for the selection of the MIT Libraries Director:

The results of the ClimateQUAL climate assessment survey, taken by MIT Libraries staff in November 2012, highlighted some aspects of the library work environment that are in need of improvement. In particular, the results showed disparities in the perception of work climate based on race and sexual orientation, as well as weakness in the area of "Team Psychological Empowerment," which reflects the extent to which staff feel they can contribute to their team. (A sample question in this area from the survey is "People in my position can have a large impact on what happens in this Library.") The Libraries' Committee for the Promotion of Diversity and Inclusion (CPDI) received additional feedback from staff focus groups held in the fall of 2013. The survey results and the focus group feedback suggest that improvements may be needed to address disparities among demographic groups, flatten hierarchy, communicate vision and plans more transparently from management to employees, and encourage the expression of all views, including contrary views that might help the Libraries better meet its mission.

The Provost has asked the search Advisory Committee to “evaluate the track records of candidates related to diversity issues, including hiring and openness to fostering a diverse community.” We are glad to see that not only "openness," but "demonstrated accomplishment on fostering diversity and inclusion in the workplace" is one of the qualifications in the job description. In addition to diversity, CPDI is committed to improving the inclusiveness of our workplace, and we ask the Advisory Committee to be mindful of candidates' track records with respect to inclusion as well. CPDI considers the advancement of a diverse and inclusive workplace to be a core competency of management and leadership.

The Committee for the Promotion of Diversity and Inclusion expects that finalists for the position of Director of the MIT Libraries will have the following experience and qualities:

- Knowledge of and commitment to best practices in management with respect to diversity and inclusion
- Familiarity with leading and managing in an open, flexible, equitable workplace
- Deep understanding of and the ability to communicate about the historical structural inequities in our society and profession

We will expect the new Director of the MIT Libraries to:

- Weave diversity and inclusion into all aspects of our work, and to explicitly name diversity and inclusion as principles and priorities
- Listen to all employees
- Foster a safe environment for honest communication
• Create organizational structures that encourage employees to share and discuss ideas, and for those ideas to be considered and acted on
• Create open, transparent, and fair processes for all staff to be involved in library initiatives
• Provide opportunities for development to all staff

We thank you for your service on the Advisory Committee, and we look forward to hearing your recommendations.

Best regards,

MIT Libraries’ Committee for the Promotion of Diversity and Inclusion (CPDI)
Camille Torres and Ann Marie Willer, co-chairs
Michelle Baildon, Olimpia Caceres-Brown, Mark Clemente, Nina Davis-Millis, Kate Gyllensvand, Joe Hankins, Georgiana McReynolds, and Greg Padilla