

## Workforce Recruitment and Diversity Plan

### University Libraries & Learning Resources

July 1, 2012 and June 30, 2013

#### Introduction

The University Libraries & Learning Resources' is deeply committed to UVM's mission to create a diverse community. We strive to recruit and retain faculty and staff from under-represented groups. Our approach to diversity and inclusion is multi-tiered. Across the University Libraries & Learning Resources' employment types – faculty librarians, paraprofessionals, administrative & technical support, and student employees – we tailor recruitment efforts to create a widest, most diverse applicant pools possible. This document outlines the Libraries' racial and gender diversity within the current workforce, as well as a discussion of recruitment strategies, and future goals for continued diversification. There is also a brief explanation of efforts to create and support a climate to support the larger campus' emphasis on diversity as well.

#### Current Faculty and Staff Workforce

The University Libraries & Learning Resources' current workforce consists of 95 staff and faculty members, six of which identify as members of the ALANA community. Further broken down by faculty and staff employment categories, the diversity percentages is strongest among the Libraries professional staff cohort at 13.3% of the total professional staff, with the weakest representation being reflected in the administration and faculty cohort of the division.

**Table 1.** FY12 Libraries & Learning Resources ALANA and Gender Diversity by Employment Category

	<b>ALANA</b>	<b>Gender Identity</b>		<b>Total</b>
	<b><u>Diversity</u></b>	<b><u>Male</u></b>	<b><u>Female</u></b>	<b><u>Staff/Faculty</u></b>
Administration	0.0%	33%	67%	6
Faculty	0.0%	42%	58%	24
Professional Staff	12.9%	35%	65%	31
Support Staff	<u>5.9%</u>	<u>29%</u>	<u>71%</u>	<u>34</u>
<b>Total</b>	4.8%	35%	65%	95

Librarianship is traditionally over represented by women and this historical context is clearly evident at UVM. Gender equity is consistent throughout the hierarchy and structure. In all areas of employment and in all sub-specialties of librarianship – reference, access services, collection development, etc. - women are strongly represented.

### **Diversity Goals**

The University Libraries and Learning Resources' goal is to recruit and retain a workforce that mirrors the diversity of the profession and of the local communities that we serve. In terms of the Master of Library Science (MLS) credentials required of all faculty librarians, the potential professional diversity is in effect limited by the production of ALANA graduates from the 63 American Library Association (ALA) accredited programs. We find that recruitment competition among academic libraries to be a constant challenge. The Libraries' goal of meeting or exceeding the diversity of UVM student and faculty/staff populations is within reach. Furthermore, our third goal is to create and sustain culturally diverse library programs, which include exhibitions, lecture series, and collections that support campus community intellectual development as well as infuse values of social justice.

### **Recruitment History**

On average the University Libraries and Learning Resources completes four recruitments per fiscal year. Mostly due to retiring staff and faculty, our division completed ten recruitments in fiscal year 2012, seven women and three men. Of these ten recruitments, two professional staff positions were filled by women of color. Unlike other faculty units on campus, the University Libraries recruitment efforts are active throughout a 12-month period. From Fiscal year 2010 to date, five faculty recruitments have been active. In each of these national recruitments, between 35 and 94 applications were received per recruitment. The ability to recruit on the UVM Human Resources' People Admin software allows us to reach a global audience. We received applications from United States and Canada.

**Table 2.** UVM Libraries & Learning Resources Recruitment Pools from November 2009 through May 2012

	<u>Number of Recruitments</u>	<u>Number of Applicants</u>	<u>Number of ALANA Applicants</u>	<u>ALANA Applicant Diversity</u>
Administrator	1	13	0	0.0%
Faculty	5	186	26	14.0%
Professional Staff	5	202	38	18.8%
Support Staff	<u>5</u>	<u>375</u>	<u>47</u>	<u>12.5%</u>
<b>Total</b>	16	776	111	11.3%

### **Faculty Recruitment Strategy**

Faculty recruitment outreach has been a sustained strategy for generating our applicant pools. Beyond the print advertisement strategy of position announcements, the Libraries has moved to a reliance on a variety of professional electronic discussion lists, websites, and job boards. A bank of more than 50 different libraries e-resources have been used to widen recruitment pools. Examples of lists include ALA joblist, American Indian Library Association, Lezbrian listerv, and the ALA Black Caucus. For the widest national advertising effect each electronic outreach strategy has been supported by a notice in the *Chronicle of Higher Education* and *Inside Higher Education*. It is part of standard practice where we ask all faculty applicants to submit a diversity statement in their cover letter.

A search committee is convened for each faculty librarian recruitment with representation from across the division, including both staff and faculty members. The Search Committee Chair, who is typically a Department Chair, is charged by the Dean with creating the widest most diverse applicant pool possible. The Search Committee meets with a representative from the Office of Affirmative Action and Equal Opportunity, creates a search plan that outlines the division's goals, including a recruitment strategy that is affirmative, and an interview schedule that includes opportunities to experience UVM's cultural environment. With the goal of diversifying the division's existing workforce, the committee evaluates applicant pools first according to minimum qualifications, and then with an objective of variety of professional experiences, and evidence of commitment to diversity.

## **Professional Staff Recruitment Strategy**

The UVM Libraries and Learning Resources have a variety of professional level staff positions in the information technology, administrative, and librarianship in the UVM classification system. These position recruitment strategies are not unlike the faculty counterparts in that they are regional and national in scope, and often attract candidates with advanced degrees. We require professional staff applicants to submit a diversity statement in their cover letter. These positions are known as paraprofessionals who often advance to professional MLS positions. It is to the Libraries' advantage to construct these positions with an eye toward professional advancement, and as a tract to professional librarianship. As Table 2 demonstrates, the challenge of diversifying this pool of qualified applicants is one of our immediate challenges. Though the percent of self-identifying ALANA applicants is larger compared to other Library categories, the amount of qualified ALANA applicants is low.

A Search Committee Chair, typically a Department Chair or faculty member, is charged to create a search plan that includes outreach to diverse communities both on and off UVM campus. The Search Committee meets with the Assistant Dean to discuss locations for recruitment advertisements to attract the most diverse and qualified applicants for the specific position.

## **Support Staff Recruitment Strategy**

The support staff positions at the UVM Libraries and Learning Resources primarily recruit from local labor pools within the Chittenden County. Similar to faculty and professional staff recruitment, though, we receive support staff applications beyond the borders of Vermont. Limits in financing have traditionally focused and supported local recruitments. Diversity levels among this cohort have increased from 8.03% of ALANA applicants in 2009. This employment group recruitment strategy includes outreach efforts to local support agencies, UVM Diversity Listservs, and Refugee Resettlement organizations as well as advertising in the Burlington Free Press, Careerbulider.com, and Seven Days.

## **Student Employment**

Student employment at the UVM Libraries and Learning Resources represent the third largest employer of student workers on campus. Only Athletics and Student Life employ more students. On average, student employees work between 10 to 18 hours per week from sources of Federal Work-Study program and the Libraries wage base budget. Within this group of employees, the Libraries has a long standing tradition of, and commitment to, cultural diversity. This workforce fluctuates constantly, and at any given time there are between 60 and 70 student employees on the Libraries temporary payroll. The current snapshot of this group suggests ALANA diversity of 10.8%. Another

population that has increased over the past few years is international student employees which consisted of 7.7% in Fiscal Year 2012. This is a direct result of the Circulation Supervisor creating a working relationship with UVM's International Education Office.

The Libraries' approach to student employment is to create opportunities for professional growth of the campus student body. Students work in almost every aspect of the division and some are employed in one of our departments for their entire UVM career. This opportunity to build a diverse workforce, and reflect UVM's student diversity to the entire campus, is unique and is valued by the Libraries' community.

### **Leadership, Retention, and Benchmarking**

The University Libraries and Learning Resources leadership are active participants in infusing diversity into all organizational processes. This creates an environment where both staff and faculty are able to clearly identify diversity goals and objectives of the division. This commitment creates a culture change where all employees feel empowered to lead by example. Continuous employee involvement and feedback is necessary for achieving the division's goals of recruitment and retention. Following is a list of actions the division will undertake to create a climate and culture supporting retention of a diverse workforce:

- Encourage and monitor the recruitment of underrepresented groups in all University Libraries and Learning Resources' departments;
- Incorporate diversity initiatives into the strategic planning in each department;
- Promote the understanding and effectiveness of diversity and social justice;
- Conduct workplace climate satisfaction assessment ;
- Promote programs and services to UVM's diverse student population;
- Foster a culture of inclusion, openness, and collaboration among administrators, faculty, staff and students;
- Assess the status of the Libraries' Workforce Diversity and Retention Plan on an annual basis;

The Libraries will continue to assess all recruitments and take action in future recruitments in order to achieve a diverse pool of qualified candidates. We will continue our outreach to underrepresented communities at UVM as well as local communities. We will compare our faculty demographics to our national contemporaries and our staff demographics statewide.

### **Future Recruitment and Retention Opportunities**

The UVM's Libraries and Learning Resources approach every recruitment as an opportunity to increase and develop cultural diversity. The challenge to this approach is

that it is recruitment focused. The opportunities to diversify the Libraries workforce occasionally present themselves independent of recruitment. We will actively begin partnering with offices across campus such as the ALANA Student Center and the Center for Cultural Pluralism to form relationships that will foster learning and exposure of Libraries' programs and services to diverse groups of students and staff. Another opportunity is developing the University's library faculty from feeder programs such as the Henderson Fellows program should be more aggressively pursued. With modest outreach to the 64 ALA accredited MLS degree programs, we could offer fellowships to students completing their librarian science studies. By focusing that outreach on the institutions with traditions of ALANA graduates, the library may have the opportunity to recruit future Henderson fellows.

**References:**

The University of Vermont Libraries Strategic Plan 2009-2013. Revised 2010.

Best Practices in Achieving Workforce Diversity, U.S. Department of Commerce and Vice President Al Gore's National Partnership For Reinventing Government Benchmarking Study. 2000.