



# **Diversity, Inclusion, Belonging, and Anti-Racism Plan for the Countway Library**

v.3

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## 1. Introduction

In developing its Diversity, Inclusion, Belonging, and Anti-Racism Plan, the Countway Library seeks to align its efforts with that of the Harvard Medical School Campus, Harvard University, and the greater professional community of librarians, archivists, and museologists. In the words of Harvard University's Office of Diversity, Inclusion, and Belonging:

...the aspiration to achieve inclusive excellence moves beyond the goal of nondiscrimination and toward an embrace of the value that flows from bringing diversity of experience and thought to campus, and the rich and varied forms of excellence that can emerge from that diversity (See: <https://dib.harvard.edu/about>.)

To this end, the Countway Library acknowledges the need for a diversity plan that incorporates the following elements outlined by Alan R. Bailey on page 110 of the chapter, "From Recruitment to Promotion," in the book *Diversity and Inclusion in Libraries* edited by Shannon D. Jones and Beverly Murphy (Lanham, Md: Rowman and Littlefield, 2019):

- a. A shared definition of diversity
- b. An assessment of need/justification for a diversity plan
- c. A vision of diversity for the organization
- d. A statement of priorities/goals
- e. Delegation of responsibilities to achieve the plan
- f. A statement of accountability

Countway's diversity and inclusion work is intended to be implemented in phases, over the next three years, and thereafter augmented and sustained. Problem statements and objectives (as presented in Section 8) are intended to guide Countway units in their collective efforts as well as inform individual annual performance plans.

In crafting this plan, the Countway Administrative Team seeks to honor the requests of Countway staff in providing a plan that:

- Acknowledges and incorporates the approaches of our parent institution, our professional associations, and work already underway in the greater Harvard community
- Articulates specific goals and objectives that are achievable, measurable, and sustainable
- Supports both users and staff
- Fosters individual growth and provides opportunities to work collaboratively
- Is strategic in its use of library spaces and resources

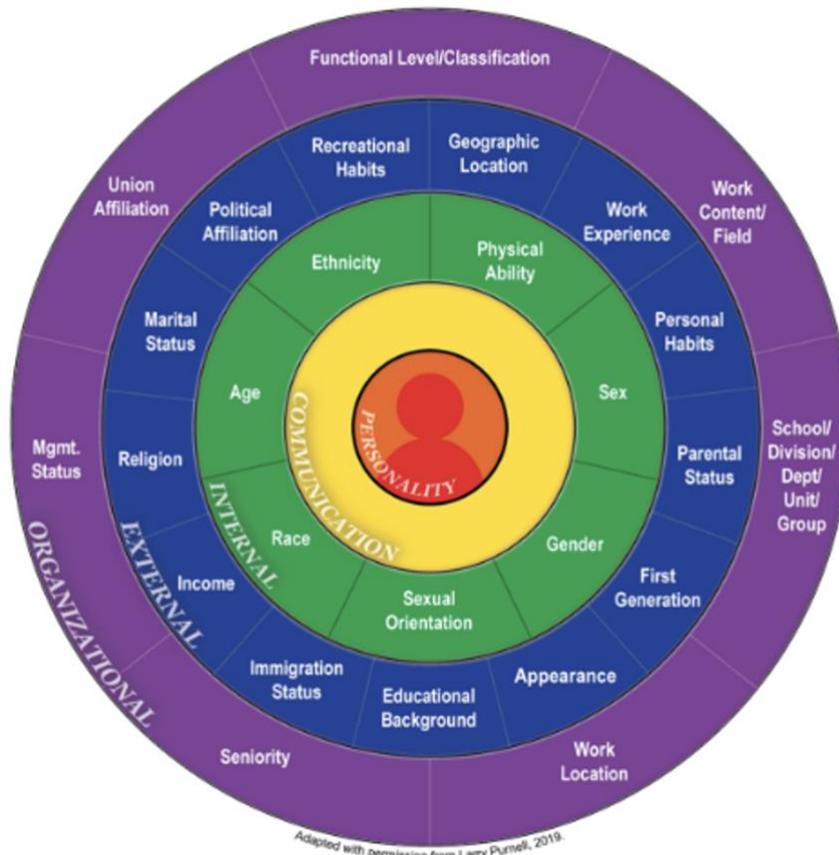
## 2. Defining Diversity at Countway

The Countway Library embraces the following definition of diversity, as articulated by Harvard University's Office of Diversity, Inclusion, and Belonging:

All of the ways in which people differ, including primary characteristics, such as age, race, gender, ethnicity, mental and physical abilities, and sexual orientation; and secondary characteristic, such as education, income, religion, work experience, language skills, geographic location, and family status. Put simply, diversity refers to all of the characteristics that make

individuals different from each other, and in its most basic form refers to heterogeneity. (See: [https://dib.harvard.edu/files/dib/fil/foundational\\_concepts\\_and\\_affirming\\_language.pdf?m=1605601285](https://dib.harvard.edu/files/dib/fil/foundational_concepts_and_affirming_language.pdf?m=1605601285).)

These primary and secondary characteristics have been presented by Harvard University using the below infographic, *A Model for Understanding the Layers of Diversity*.



Below are some of the critical definitions used in the model. A full glossary may be found online as part of Harvard's *Foundational Concepts and Affirming Language*:

[https://dib.harvard.edu/files/dib/files/foundational\\_concepts\\_and\\_affirming\\_language.pdf?m=1605601285](https://dib.harvard.edu/files/dib/files/foundational_concepts_and_affirming_language.pdf?m=1605601285). Staff are encouraged to review these foundational concepts and definitions.

- **Personality:** Includes an individual's likes and dislikes, values, beliefs, and preferences. Personality is influenced by, and influences, other layers throughout one's lifetime.
- **Communication:** There are many different communication styles—typically influenced by our personality and background—in which ability and willingness to flex and adapt may determine our effectiveness and propensity for speaking up.
- **Internal Dimensions:** Include aspects of diversity over which we have no control. This is the layer where there are real divisions between and amongst students, staff, faculty, and others; it forms

the basis for many diversity and inclusion efforts. This dimension includes the first observations we see in other people—when they enter a room, meeting, or class, for example—on which we make many assumptions and base judgements.

- External Dimensions: Include aspects of our lives in which we have some control over that may change over time, and typically form the basis for career decisions, work styles and preferences. This layer is important because it often determines, in part, with whom we develop relationships, and socialize with within and outside of the workplace.
- Organizational Dimensions: Pertain to aspects of culture found in a work setting. Issues of preferential treatment and access to opportunities for development/promotions/growth are impacted by aspects within this layer. (Adapted from Workforce America, 1991).

### 3. Needs Assessment

The need for diversity and inclusion has been well documented in professional library, archives, and museum communities. The Association of Research Libraries states that, core to our mission:

Research libraries work to advance access to economic and social prosperity, encourage full participation in society, and counter the historical lack of access to material resources about underrepresented human groups in collections that we cultivate and steward.

Therefore, we must:

...focus on recruiting into our organizations and developing individuals who identify as people of color, or are from historically underrepresented racial and ethnic groups. We also ensure that our community continues to improve the representation of historically underrepresented, underserved, or marginalized groups in information resources. (See: <https://www.arl.org/category/our-priorities/diversity-equity-inclusion/>.)

These needs go beyond hiring and targeted services, but embraces a broad and inclusive access mandate which includes service to the public and transparency in policy. Per the Society of American Archivists' Code of Ethics, archivists:

...must be held accountable both to the judgment of history and future generations, as well as to citizens in the ongoing governance of society. In the private sector, archival documentation assists in protecting the rights and interests of consumers, shareholders, employees, individuals, and communities. Preserving evidentiary records for both public and private entities creates a mechanism to cultivate transparency within organizations and can help make power imbalances visible. (See: <https://www2.archivists.org/statements/saa-core-values-statement-and-code-of-ethics>)

Similarly, the museum community states:

Taken as a whole, museum collections and exhibition materials represent the world's natural and cultural common wealth. As stewards of that wealth, museums are compelled to advance an understanding of all natural forms and of the human experience. It is incumbent on museums to be resources for humankind and in all their activities to foster an informed appreciation of the rich and diverse world we have inherited. It is also incumbent upon them to preserve that

inheritance for posterity. (See: <https://www.aam-us.org/programs/ethics-standards-and-professional-practices/code-of-ethics-for-museums/>.)

The American Alliance of Museums, the Association of Research Libraries, the American Library Association, the Medical Library Association, and the Society of American Archivists workforce data show that our professions are predominantly white and in the case of libraries and archives, principally female. Countway Library staff reflect this data, with few Library staff of color and no staff of color in management positions.

The Countway Library also grapples with preconceived notions of Harvard itself as an Ivy League, ivory tower institution, and “no access” perceptions of both Harvard spaces, staff, and collections. Countway’s commitment to creating an open access environment while balancing organizational priorities and record keeping mandates (both institutional and legal) is critical to the success of its diversity and inclusion efforts.

#### 4. Mission/Vision

As a member of the Longwood Medical Campus community, our mission/vision is that of our parent organization, Harvard Medical School (HMS), which is committed to:

...convening and nurturing a diverse community of individuals dedicated to promoting excellence and leadership in medicine and science through education, research, clinical care and service. Our unique perspectives, talents, experiences and contributions as HMS students, trainees, faculty, staff and administrators are the foundation and drivers of our excellence. (See: <https://hms.harvard.edu/about-hms/campus-culture/diversity-inclusion/harvard-medical-school-diversity-statement>.)

To achieve this vision, Countway embraces HMS’s commitment to achieving a diverse and equitable community (<https://hms.harvard.edu/about-hms/campus-culture/diversity-inclusion/harvard-medical-school-diversity-statement>):

- We support community engagement and partner with our local, national and global communities to advance the diversity pipeline and eliminate health disparities.
- We respect the dignity of all members of our community and aspire to ensure that all feel valued and supported.
- We celebrate the multiple dimensions of diversity that each member of our community offers, including, but not limited to, race, ethnicity, sex, gender identity, sexual orientation, socioeconomic circumstance, national origin, geographic background, immigration status, ability and disability, physical characteristics, veteran status, political ideology, religious belief and age.
- We provide a safe environment where all members of our community can engage in dialogue, question, learn and contribute to their fullest potential.
- We acknowledge the strengths and weaknesses of our history and actively promote social justice, challenge discrimination, and address disparities and inequities.
- We provide education and training that emphasize respect for differences in culture, language and life experience and that address both health disparities and the role that implicit and explicit bias can play in decision making.
- We advance diversity and inclusion in recruitment, admissions, hiring, retention and promotion.

This is in keeping with our Harvard School of Dental Medicine community (per <https://hsdm.harvard.edu/office-diversity-inclusion>) and aligns with the Harvard T.H. Chan School of Public Health's Goals and Mission of Diversity and Inclusion Plan (<https://www.hsph.harvard.edu/diversity/mission-and-principles/>).

## 5. Statement of Priorities

Our priorities underpin the proposed problem statements and objectives found in Section 8 of this document. These objectives acknowledge critical priorities articulated by the American Library Association in its own list of priorities

(<https://www.ala.org/aboutala/sites/ala.org.aboutala/files/content/2021%20EQUITY%20SCORECARD%20FOR%20LIBRARY%20AND%20INFORMATION%20ORGANIZATIONS.pdf>):

- Embed Diversity, Equity, and Inclusion (DEI) into the Culture and Climate of the Organization: Integration of diversity, equity, and inclusion into the organization which ensures that DEI is a priority. DEI goals are explicitly included in performance plans.
- Commit to Training and Education of staff: The organization provides training that keeps staff current on topics related to racism and on ways to assess the organization's current racial climate to create a more equitable workplace.
- Recruitment, Hiring, Retention, and Promotion: Effectiveness in reaching out to candidates of color for recruitment and in hiring them. Examining the consistency of retention and promotion of persons of color.
- Make DEI a budget priority: Funding that demonstrates investment in diversity, equity, and inclusion in the organization and community, including staff, collections, programs, and services.
- Data Practices: Plans and procedures for acquiring or collecting, analyzing, disseminating, and applying data to monitor and achieve organizational DEI goals and objectives.

## 6. Delegation of Responsibilities

All staff are responsible for embracing the strategic objectives of Countway's diversity plan. Specific actions will be highlighted in the Countway's strategic plan and in individual staff performance plans. The Countway Administrative Team (CAT) will review the plan on a bi-yearly basis and update it accordingly. Administration and managers, given their ability to hire, promote, and make budgetary decisions, must especially be proactive in this area.

## 7. Statement of Accountability

The Countway Library is committed to evaluating its DIBAR work using the American Library (ALA) DEI Scorecard

(<https://www.ala.org/aboutala/sites/ala.org.aboutala/files/content/2021%20EQUITY%20SCORECARD%20FOR%20LIBRARY%20AND%20INFORMATION%20ORGANIZATIONS.pdf>) for Library and Information Organizations, which calls upon libraries to center accountability and transparency in determining organizational effectiveness in diversity, equity, and inclusion in the recruitment, hiring, retention, and promotion of people of color. The ALA provides a rubric for assessment ("Scorecard"), which CAT will review as a group for local evaluation purposes to assess its FY22 work.

## 8. Problem Statements and Objectives

The following problem statements and objectives serve as the foundation for preparing annual goals for individual performance plans. All current and future goals should map to the below objectives, which themselves have been mapped to both Countway's strategic plan and the Harvard Medical School's strategic goals. By way of example, individual goals outlined in the initial draft version of the Diversity plan (December 2020) have been mapped to objectives in the [Appendix](#) as action items. Action items in the Appendix have been further grouped into phases:

- Phase 1 accomplishments (FY22)
- Phase 2 accomplishments (FY23)
- Phase 3 accomplishments (FY24 and beyond)

Problem statements and objectives are not presented in perceived order of importance. They are:

- **Problem Statement 1:** The Longwood Medical Campus has, historically, had a difficult relationship with the Mission Hill Community.
- **Problem Statement 2:** Countway Library needs to support diversity in its hiring policies and procedures.
- **Problem Statement 3:** Access and discovery of Countway collections does not meet the needs of broad and diverse constituencies.
- **Problem Statement 4:** Countway insufficiently promotes its diverse and culturally competent collections.
- **Problem Statement 5:** Countway Library is not included in stakeholder conversations, including those that have an impact on diversity and inclusion at Harvard, and is not seen as a strategic partner in opening the Longwood Medical Area campus to a diverse community of users.
- **Problem Statement 6:** Countway Library has insufficient DIBAR training opportunities for staff and needs to visibly promote a work culture that privileges equity over equality.
- **Problem Statement 7:** Countway Library lacks a safe space for diverse staff to feel welcome.

**PROBLEM STATEMENT 1: The Longwood Medical Campus has, historically, had a difficult relationship with the Mission Hill Community.** To address this longstanding issue, the Countway Library seeks to build a better relationship with the Mission Hill community through targeted outreach and programming built on the articulated needs of the community and their desired level of engagement with Countway and Harvard.

**Strategic Objective 1:** Partner with the Mission Hill community to understand local needs and the desired level of engagement with the Countway Library. This includes outreach to community organizations, libraries, schools, and residents.

- *Aligns to Countway Strategic Objective: Community*
- *Aligns to HMS Strategic Goal: Extend the local, national, and global impact of HMS to be a force for good for human health; Build a culture of diversity, inclusion, integrity, and empowerment*

**Strategic Objective 2:** Develop open-house and community-directed programming both on and offsite. Initial programming could focus on open houses to introduce the community to the renovated library with more targeted programming following later.

- *Aligns to Countway Strategic Objective: Community*
- *Aligns to HMS Strategic Goal: Extend the local, national, and global impact of HMS to be a force for good for human health; Build a culture of diversity, inclusion, integrity, and empowerment*

**PROBLEM STATEMENT 2: Countway Library needs to support diversity in its hiring policies and procedures.** To address this goal, the Countway Library is committed to recruiting and hiring for diversity. It will do so by building inclusive job descriptions and change how it recruits staff and markets open positions. This includes ensuring comprehensive onboarding and retention efforts.

**Strategic Objective 1:** Create job descriptions using a competency-based approach and the Harvard Human Resources Competency Dictionary.

- *Aligns to Countway Strategic Objective: Expertise; Community*
- *Aligns to HMS Strategic Goal: Build a culture of diversity, inclusion, integrity, and empowerment*

**Strategic Objective 2:** Change how we market, advertise, and hire for open positions.

- *Aligns to Countway Strategic Objective: Expertise; Community*
- *Aligns to HMS Strategic Goal: Build a culture of diversity, inclusion, integrity, and empowerment*

**Strategic Objective 3:** Develop inclusive onboarding and orientation documentation.

- *Aligns to Countway Strategic Objective: Expertise; Community*
- *Aligns to HMS Strategic Goal: Build a culture of diversity, inclusion, integrity, and empowerment*

**PROBLEM STATEMENT 3: Access and discovery of Countway collections does not meet the needs of broad and diverse constituencies.** Discovery of, and access to, Countway's collections and staff needs both virtual and physical improvements to meet the needs of broad and diverse constituencies. To address this issue, Countway needs to improve online access to content and information about its collections, continue to digitize collections material, and make physical and virtual spaces accessible to all who seek to use them.

**Strategic Objective 1:** Increase discoverability of, and access to, library, archival, and museum collections through curated resources (including Finding Aids, LibGuides, and other third-party resources) and trainings.

- *Aligns to Countway Strategic Objective: Collections & Access; Expertise*
- *Aligns to HMS Strategic Goal: Enable success through enhanced technology, process improvement, and fiscal discipline; Promote innovation, discovery, and academic and clinical excellent across the HMS Community*

**Strategic Objective 2:** Improve accessibility to physical spaces in the library, including replacing heavy and non-automated doors to enter spaces such as the Russell Reading Room and Center for the History of Medicine, signage for visually impaired and low vision patrons, and other physical plant improvements.

- *Aligns to Countway Strategic Objective: Collections & Access; Community; Space*
- *Aligns to HMS Strategic Goal: Build a culture of diversity, inclusion, integrity, and empowerment*

**Strategic Objective 3:** Maintain and promote remote access options for faculty, student, staff, and general public audiences to engage with Countway's expert information professionals (e.g., remote reference; virtual consultations, events, and workshops and related outreach).

- *Aligns to Countway Strategic Objective: Research, Teaching, & Learning; Collections & Access; Expertise*
- *Aligns to HMS Strategic Goal: Enable success through enhanced technology, process improvement, and fiscal discipline; Extend the local, national, and global impact of HMS to be a force for good for human health.*

**Strategic Objective 4:** Continue to audit all content on the Countway website and third-party platforms to ensure national and local accessibility guidelines are met (e.g., captioning, alternate text, low vision).

- *Aligns to Countway Strategic Objective: Collections & Access; Community*
- *Aligns to HMS Strategic Goal: Enable success through enhanced technology, process improvement, and fiscal discipline; Build a culture of diversity, inclusion, integrity, and empowerment*

**Strategic Objective 5:** Strive to ensure equitable access and resource costs for all test preparation and question bank materials.

- *Aligns to Countway Strategic Objective: Collections & Access; Community*
- *Aligns to HMS Strategic Goal: Enable success through enhanced technology, process improvement, and fiscal discipline; Build a culture of diversity, inclusion, integrity, and empowerment*

**PROBLEM STATEMENT 4: Countway insufficiently promotes its diverse collections.** To address this issue, Countway needs to invest time in building, curating, opening, and promoting collections that support diversity and inclusion research, cultural and structural competencies, and cultural humility. This includes processing manuscript and archival collections, articulating museum collection holdings, and building and promoting book collections to support anti-racism.

**Strategic Objective 1:** Utilize features in HOLLIS to populate Countway website with named collections and recent acquisitions to the general and special collections.

- *Aligns to Countway Strategic Objective: Collections & Access; Expertise*
- *Aligns to HMS Strategic Goal: Promote innovation, discovery, and academic and clinical excellence across the HMS Community; Enable success through enhanced technology, process improvement, and fiscal discipline.*

**Strategic Objective 2:** Process, open, exhibit, and promote general collections, special collections and archives, and museum collections that tell the story of diversity and inclusion at Harvard.

- *Aligns to Countway Strategic Objective: Collections & Access; Expertise*
- *Aligns to HMS Strategic Goal: Promote innovation, discovery, and academic and clinical excellence across the HMS Community*

**Strategic Objective 3:** For non-centralized purchasing, utilize Countway's budget to support minority-owned businesses.

- *Aligns to Countway Strategic Objective: Collections & Access; Expertise*
- *Aligns to HMS Strategic Goal: Promote innovation, discovery, and academic and clinical excellence across the HMS Community; Enable success through enhanced technology, process improvement, and fiscal discipline; Build a culture of diversity, inclusion, integrity, and empowerment.*

**PROBLEM STATEMENT 5: Countway Library staff is often omitted from stakeholder conversations, including those that have an impact on diversity and inclusion at Harvard, and is not seen as a strategic partner in opening the Longwood Medical Area campus to a diverse community of users.** To address this issue, Countway staff must expand its participation in diversity and inclusion efforts across Harvard University and the Longwood Medical Area Campus as well as advocate for more staff to participate and serve on working groups, task forces, and committees.

**Strategic Objective 1:** Make historical connections to slavery and race science at Harvard more transparent.

- *Aligns to Countway Strategic Objective: Research, Teaching, and Learning; Community*
- *Aligns to HMS Strategic Goal: Build a culture of diversity, inclusion, integrity, and empowerment; Promote innovation, discovery, and academic and clinical excellence across the HMS community*

**Strategic Objective 2:** Foster equity, anti-racism, diversity, and inclusion through hosting a variety of events, programs, book talks, and educational sessions.

- *Aligns to Countway Strategic Objective: Research, Teaching, and Learning; Expertise; Community*
- *Aligns to HMS Strategic Goal: Build a culture of diversity, inclusion, integrity, and empowerment; Promote innovation, discovery, and academic and clinical excellence across the HMS community; Leverage collaboration across HMS and the Biomedical Ecosystem*

**Strategic Objective 3:** Educate the Longwood area community regarding the library's diversity and inclusion efforts.

- *Aligns to Countway Strategic Objective: Research, Teaching, and Learning*
- *Aligns to HMS Strategic Goal: Build a culture of diversity, inclusion, integrity, and empowerment*

**Strategic Objective 4:** Serve on Harvard University, Harvard Library, Harvard Medical School, Harvard Dental School, and Harvard T.H. Chan School of Public Health committees focused on diversity, inclusion, and belonging efforts.

- *Aligns to Countway Strategic Objective: Community; Expertise*
- *Aligns to HMS Strategic Goal: Build a culture of diversity, inclusion, integrity, and empowerment; Leverage collaboration across HMS and the biomedical ecosystem*

**PROBLEM STATEMENT 6: Countway Library has insufficient DIBAR training opportunities for staff and needs to visibly promote a work culture that privileges equity over equality.** To address this issue, Countway Library must commit to creating open and safe spaces to address diversity and inclusion issues, as well as provide financial support for educational sessions and programming to build individual and group competencies. Additionally, work time should be acknowledged as an appropriate time to complete these trainings and participate in community efforts.

**Strategic Objective 1:** Incorporate trainings focused on diversity, inclusion, belonging, and anti-racism from Harvard's Center for Workplace Development, Harvard Library Human Resources,

Longwood Medical Area Human Resources, and external providers into all Countway staff performance plans.

- *Aligns to Countway Strategic Objective: Community; Expertise*
- *Aligns to HMS Strategic Goal: Build a culture of diversity, inclusion, integrity, and empowerment*

**Strategic Objective 2:** Create all-staff programming opportunities on topics related to diversity, inclusion, belonging, and anti-racism.

- *Aligns to Countway Strategic Objective: Community; Expertise*
- *Aligns to HMS Strategic Goal: Build a culture of diversity, inclusion, integrity, and empowerment*

**Strategic Objective 3:** Utilize equity as the guiding principle for developing policies that impact staff, such as Flexwork.

- *Aligns to Countway Strategic Objective: Community*
- *Aligns to HMS Strategic Goal: Build a culture of diversity, inclusion, integrity, and empowerment*

**PROBLEM STATEMENT 7: Countway Library lacks a safe space and reporting processes for diverse staff to feel welcome.** Staff book club discussions and feedback received on the first draft of the diversity plan illustrate that staff are often uncomfortable talking about challenging interactions with both users and colleagues related to race, gender, age, and other primary and secondary dimensions of diversity. For DIBAR efforts to succeed, safe, non-judgmental spaces must be created for staff to engage with one another and mechanisms must be in place to acknowledge and address common issues in the workplace, such as microaggressions.

**Strategic Objective 1:** Create a mechanism for reporting and responding to microaggressions. This includes acknowledging microaggressions when they happen and having a process in place for responding to, and reporting, issues as they arise.

- *Aligns to Countway Strategic Objective: Community; Space*
- *Aligns to HMS Strategic Goal: Build a culture of diversity, inclusion, integrity, and empowerment*

**Strategic Objective 2:** Mandate training such that everyone is aware of and understands Human Resources policies and procedures regarding reporting and follow-up on issues related to Harvard University's inclusive policies.

- *Aligns to Countway Strategic Objective: Community; Space*
- *Aligns to HMS Strategic Goal: Build a culture of diversity, inclusion, integrity, and empowerment*



## Appendix

### Diversity, Inclusion, Belonging, and Anti-Racism Plan

### Countway Library Action Items

This Appendix is intended to show the connection between the work staff outlined in the first draft of Countway's DIBAR plan and the problem statements in this document.

We anticipate that many new actions across Countway units will be drafted and added to the Countway's strategic plan and individual PPRs in FY22. We hope this will prove a useful framework for staff in scoping their FY22 and beyond work and how that work supports Countway's DIBAR plan. Additional problem statements and supporting objectives may be necessary in the future.

Below, individual goals outlined in the initial draft version of the Diversity plan (December 2020) have been mapped to objectives as "action items." Action items have been further subdivided into phases.

- Phase 1 accomplishments (FY22)
- Phase 2 accomplishments (FY23)
- Phase 3 accomplishments (FY24 and beyond)

**PROBLEM STATEMENT 1: The Longwood Medical Campus has, historically, had a difficult relationship with the Mission Hill Community.** To address this longstanding issue, the Countway Library seeks to build a better relationship with the Mission Hill community through targeted outreach and programming built on the articulated needs of the community and their desired level of engagement with the Countway.

**Strategic Objective 1:** Partner with the Mission Hill community to understand local needs and the desired level of engagement with the Countway Library. This includes outreach to community organizations, libraries, schools, and residents.

- *Aligns to Countway Strategic Objective: Community*
- *Aligns to HMS Strategic Goal: Extend the local, national, and global impact of HMS to be a force for good for human health; Build a culture of diversity, inclusion, integrity, and empowerment*

#### **Action Items**

##### **Phase 1**

- Administration: Identify Mission Hill and adjacent community organizations, schools, and small businesses and develop stakeholder audience for targeted programming.
- Administration: Develop open-house program to welcome community and cultivate community dialogue.

**Strategic Objective 2:** Develop open-house and community-directed programming both on and offsite. Initial programming could focus on open houses to introduce the community to the renovated library with more targeted programming following later.

- *Aligns to Countway Strategic Objective: Community*
- *Aligns to HMS Strategic Goal: Extend the local, national, and global impact of HMS to be a force for good for human health; Build a culture of diversity, inclusion, integrity, and empowerment*

### **Action Items**

#### **Phase 1**

- Administration: Host two open houses to introduce the Library, its services, and its collections to the public.

**PROBLEM STATEMENT 2: Countway Library needs to support diversity in its hiring policies and procedures.** To address this goal, the Countway Library is committed to recruiting and hiring for diversity. It will do so by building inclusive job descriptions and change how it recruits staff and markets open positions. This includes ensuring comprehensive onboarding and retention efforts.

**Strategic Objective 1:** Create job descriptions using a competency-based approach and the Harvard Human Resources Competency Dictionary.

- *Aligns to Countway Strategic Objective: Expertise; Community*
- *Aligns to HMS Strategic Goal: Build a culture of diversity, inclusion, integrity, and empowerment*

### **Action Items**

#### **Phase 1 and Ongoing**

- Hiring Managers: Create any new position descriptions using an inclusive competency-based framework.

**Strategic Objective 2:** Change how we market, advertise, and hire for open positions.

- *Aligns to Countway Strategic Objective: Expertise; Community*
- *Aligns to HMS Strategic Goal: Build a culture of diversity, inclusion, integrity, and empowerment*

### **Action Items**

#### **Phase 1 and Ongoing**

- Countway Administrative Team (Martin, Podolsky, Gustainis, Lapinski, Levin, Hader, Bass): Utilize broad variety of library, information science, and archival science program listservs and career boards with outreach to underrepresented community groups within the profession(s) (e.g. Black Caucus of American Library Association; WeHere; Society of American Archivists; American Alliance of Museums).

**Strategic Objective 3:** Develop inclusive onboarding and orientation documentation.

- *Aligns to Countway Strategic Objective: Expertise; Community*
- *Aligns to HMS Strategic Goal: Build a culture of diversity, inclusion, integrity, and empowerment*

### **Action Items**

#### **Phase 1 and Ongoing**

- Countway Administrative Team (Martin, Podolsky, Gustainis, Lapinski, Levin, Hader, Bass). Develop cross-unit onboarding and documentation to support new staff.

**PROBLEM STATEMENT 3: Discovery of, and access to, Countway collections and staff needs both virtual and physical improvements to meet the needs of broad and diverse constituencies.** Discovery of, and access to, Countway's collections and staff needs both virtual and physical improvements to meet the needs of broad and diverse constituencies. To address this issue, Countway needs to improve online access to content and information about its collections, continue to digitize collections material, and make physical and virtual spaces accessible to all who seek to use them.

**Strategic Objective 1:** Increase discoverability of, and access to, library, archival, and museum collections through website accessibility work, curated resources (including Finding Aids, LibGuides, and other third-party resources), and trainings.

- *Aligns to Countway Strategic Objective: Collections & Access; Expertise*
- *Aligns to HMS Strategic Goal: Enable success through enhanced technology, process improvement, and fiscal discipline; Promote innovation, discovery, and academic and clinical excellent across the HMS Community*

### **Action Items**

#### **Phase 1**

- CHM (Mumford & Murphy); PDS (Jahng); RI (Cellini & Mita): Engage Harvard Chan community to better understand who is missing from our collections, such as through student focus groups, and prioritize these individuals or initiatives for acquisition.

**Strategic Objective 2:** Improve accessibility to physical spaces in the library, including replacing heavy and non-automated doors to enter spaces such as the Russell Reading Room and Center for the History of Medicine, signage for visually impaired and low vision patrons, and other physical plant improvements.

- *Aligns to Countway Strategic Objective: Collections & Access; Community; Space*
- *Aligns to HMS Strategic Goal: Build a culture of diversity, inclusion, integrity, and empowerment*

#### **Action Items**

##### **Phase 1**

- Administration (Martin, Witowski): To coincide with library reopening, budget for new door installation and updating signage.
- Administration (Martin, Witowski, and other staff): Accessibility walk through

**Strategic Objective 3:** Maintain and promote remote access options for faculty, student, staff, and general public audiences to engage with Countway’s expert information professionals.

- *Aligns to Countway Strategic Objective: Research, Teaching, & Learning; Collections & Access; Expertise*
- *Aligns to HMS Strategic Goal: Enable success through enhanced technology, process improvement, and fiscal discipline; Extend the local, national, and global impact of HMS to be a force for good for human health.*

#### **Action Items**

##### **Phase 1**

- CHM (Murphy, Krauss, Pate, and Hall); RI (All): Providing virtual consultations during non-business hour time slots, when possible, to accommodate global learners.

**Strategic Objective 4:** Continue to audit all content on the Countway website and third-party platforms to ensure national and local accessibility guidelines are met (e.g. captioning, alternate text, low vision).

- *Aligns to Countway Strategic Objective: Collections & Access; Community*
- *Aligns to HMS Strategic Goal: Enable success through enhanced technology, process improvement, and fiscal discipline; Build a culture of diversity, inclusion, integrity, and empowerment*

### **Action Items**

#### **Phase 1**

- PDS (All): Making sure we have transcripts and captions available for all videos share on the Countway websites; marketing the Vimeo platform on the website as a repository of accessible content.

**PROBLEM STATEMENT 4: Countway insufficiently promotes its diverse collections.** To address this issue, Countway needs to invest time in building, curating, opening, and promoting collections that support diversity and inclusion research, cultural and structural competencies, and cultural humility. This includes processing manuscript and archival collections, articulating museum collection holdings, and building and promoting book collections to support anti-racism.

**Strategic Objective 1:** Utilize features in HOLLIS to populate Countway website with named collections and recent acquisitions to the general and special collections.

- *Aligns to Countway Strategic Objective: Collections & Access; Expertise*
- *Aligns to HMS Strategic Goal: Promote innovation, discovery, and academic and clinical excellence across the HMS Community; Enable success through enhanced technology, process improvement, and fiscal discipline.*

### **Action Items**

#### **Phase 1 and Ongoing**

- CHM (Clutterbuck, Gustainis, LaFountain, Lellman, Sedgwick): Make hard to find collections easier to find through metadata enrichment and new descriptive practices. The Center for the History of Medicine has numerous collections from diverse populations achieved through its Archives for Women in Medicine and Archives for Diversity and Inclusion collecting. There are efforts underway to make these collections more discoverable through our online catalog, digitization, and website efforts.

**Strategic Objective 2:** Process, open, exhibit, and promote general collections, special collections and archives, and museum collections that tell the story of diversity and inclusion at Harvard.

- *Aligns to Countway Strategic Objective: Collections & Access; Expertise*
- *Aligns to HMS Strategic Goal: Promote innovation, discovery, and academic and clinical excellence across the HMS Community*

### **Action Items**

#### **Phase 1**

- CHM (Clutterbuck, LaFountain, Lellman, Sedwick): Open new HMS/HSDM/HSPH faculty manuscript collections to research that supports DIBAR scholarship, including the records of Black American psychiatrist and HMS Professor of Psychiatry Chester M. Pierce, who spent his career researching the psychological impact of extreme environments, such as those created by racism and social class, and the papers of David Dickinson Potter, which include records pertaining to Potter's work recruiting Black students to HMS and his leadership in the Native American High School Summer Program at HMS.
- CHM (Hall, Hayes, Mumford): Prioritize the acquisition of research and professional records created by/that illuminate the research of/speak to the issues that have an impact on underrepresented minorities in medicine at HMS/HSDM/HSPH and the LMA community for student, faculty, staff, and general public access.
- CHM (LaFountain, Sedgwick): Capitalize on Harvard-Library funded opportunities to digitize collections that support DIBAR, beginning with the papers of Chester Pierce.
- CHM (Pate): Research the contributions of women and people of color whose voices may be missing or marginalized in the Brigham and Women's Hospital historic records.

**Strategic Objective 3:** For non-centralized purchasing, utilize Countway's budget to support minority-owned businesses.

- *Aligns to Countway Strategic Objective: Collections & Access; Expertise*
- *Aligns to HMS Strategic Goal: Promote innovation, discovery, and academic and clinical excellence across the HMS Community; Enable success through enhanced technology, process improvement, and fiscal discipline; Build a culture of diversity, inclusion, integrity, and empowerment.*

**PROBLEM STATEMENT 5: Countway Library staff is often omitted from stakeholder conversations, including those that have an impact on diversity and inclusion at Harvard, and is not seen as a strategic partner in opening the Longwood Medical Area campus to a diverse community of users.** To address this issue, Countway staff must expand its participation in diversity and inclusion efforts across Harvard University and the Longwood Medical Area Campus as well as advocate for more staff to participate and serve on working groups, task forces, and committees.

**Strategic Objective 1:** Make historical connections to slavery and race science at Harvard more transparent.

- *Aligns to Countway Strategic Objective: Research, Teaching, and Learning; Community*
- *Aligns to HMS Strategic Goal: Build a culture of diversity, inclusion, integrity, and empowerment; Promote innovation, discovery, and academic and clinical excellence across the HMS community*

#### **Action Items**

##### **Phase 1**

- CHM: Utilize staff expertise to conduct and contribute to research efforts across the University to understand its relationship to slavery.
- CHM (Gustainis, Hall, Kerr, Podolsky): Conduct research on the founders of HMS and the early history of the school for ties to slavery (“HMS and Slavery” project).
- CHM (Hall, Kerr): Develop a LibGuide on research topics from the HMS and Slavery project that can be shared with faculty, students, staff, and the general public.

##### **Phase 2**

- CHM: Utilize staff expertise to conduct and contribute to research efforts across the University to understand its relationship to slavery.

**Strategic Objective 2:** Foster equity, anti-racism, diversity, and inclusion through hosting a variety of events, programs, book talks, and educational sessions.

- *Aligns to Countway Strategic Objective: Research, Teaching, and Learning; Expertise; Community*
- *Aligns to HMS Strategic Goal: Build a culture of diversity, inclusion, integrity, and empowerment; Promote innovation, discovery, and academic and clinical excellence across the HMS community; Leverage collaboration across HMS and the Biomedical Ecosystem*

#### **Action Items**

##### **Phase 1**

- CHM (Mumford, Murphy); RI (Cellini, Mita); Collections (Noe); PDS (Jahng); Access (Carey); Administration (Solomon, Kamal): Explore potential campus partnerships to engage with challenging history of medicine and public health subjects, such as through a student focus group or book club.
- CHM (Gustainis, Hall, Murphy, Podolsky); RI (Bass): Incorporate platform for student engagement as part of Anatomy Day 2020 on anatomical scientific racism; invite student group on diversifying anatomical images to present.
- CHM (Hall, Podolsky): Create opportunities to engage faculty, staff, students, allied professionals, and the public with information about the legacy of race science, including presenting content on John Collins Warren as an anatomical scientist and Oliver Wendell Holmes.
- CHM (Gustainis, Podolsky): Continue to partner with DICP on *Perspectives of Change* content, including conducting additional oral histories.

**Strategic Objective 3:** Educate the Longwood area community regarding the library's diversity and inclusion efforts.

- *Aligns to Countway Strategic Objective: Research, Teaching, and Learning*
- *Aligns to HMS Strategic Goal: Build a culture of diversity, inclusion, integrity, and empowerment*

### **Action Items**

#### **Phase 1**

- Administration (Kamal, Solomon); CHM (Krauss, Mumford, Murphy); RI (All): Promote and create new resources supporting BIPOC and DIBAR via social media and new/revised LibGuides, as well as explore opportunities to partner on specific projects with Harvard Chan's Office of Diversity & Inclusion.
- CHM (Hall, Murphy, Pate, Podolsky): Engage the Longwood community through physical and online exhibits that explore the history of diversity, inclusion, and belonging for students and faculty of color and other underrepresented groups at Harvard Medical School (HMS), Harvard School of Dental Medicine (HSDM), and Harvard T. H. Chan School of Public Health. This includes:
  - Mounting a virtual exhibit that explores the years 1968 and 1969 exhibit with BWH contributions
  - Installing a new exhibit on L1 that focuses on Longwood faculty and scientists from backgrounds that reflect the current student community and who graduated from one of the three Longwood Schools

- Adding commentary to the Apothecary Jar exhibit on L1 that describes the compounds displayed that might have been part of the slave trade.
- Developing and making visible new protocols that prohibit the remains of individuals who were disinterred or executed from being displayed in Warren Anatomical Museum Gallery cases, as well include narrative on scientific racism in the history of the museum.
- CHM (Gustainis, Mumford, Podolsky): Appoint new members to the Center for the History of Medicine’s Advisory Board and work with the Harvard T.H. Chan School of Public Health’s Archives Advisory Committee to support the acquisition of BIPOC manuscript collections.
- CHM (Hayes, Mumford): Work with donors to develop and implement a questionnaire to improve communicating donor DIB preferences in acquisitions documentation.
- CHM (Lellman, Sedgwick): Create opportunities to engage faculty, students, staff, allied professionals, and the public with the Center’s *Guidelines for Inclusive and Conscientious Description*. This includes participating on Harvard Library working groups and committees to improve work in this area across the University system. Including the SPARC DIBAR Working Group, and proposing a session for the Spring 2021 meeting of the New England Archivists.
- RI (All): Request pronoun information in our mediated search form.
- RI (All): Provide mediated search and review services to LGBTQ, global health, social determinants of health, and healthy equity research teams across all three Longwood Area schools.
- RI (All): Updating LibGuides related to LGBTQ resources, Global Health Resources, Health Equity.
- RI (All); PDS (All): Use health equity, health disparities, diseases that disproportionately affect racial and ethnic groups as our examples when we teach about database, publishing, and collections.

**Strategic Objective 4:** Serve on Harvard University, Harvard Library, Harvard Medical School, Harvard Dental School, and Harvard T.H. Chan School of Public Health committees focused on diversity, inclusion, and belonging efforts.

- *Aligns to Countway Strategic Objective: Community; Expertise*
- *Aligns to HMS Strategic Goal: Build a culture of diversity, inclusion, integrity, and empowerment; Leverage collaboration across HMS and the biomedical ecosystem*

### **Action Items**

#### **Phase 1**

- CHM (Gustainis, Podolsky): Serve on the Harvard Medical School Faculty Council Subcommittee on Artwork and Cultural Representations.
- CHM (Gustainis, Podolsky): Partner across the University to collaboratively build new resources, such as *Perspectives of Change: The story of civil rights, diversity, inclusion, and access to education at HMS and HSDM*.

**PROBLEM STATEMENT 6: Countway Library has insufficient DIBAR training opportunities for staff and needs to visibly promote a work culture that privileges equity over equality.** To address this issue, Countway Library must commit to creating open and safe spaces to address diversity and inclusion issues, as well as provide financial support for educational sessions and programming to build individual and group competencies. Additionally, work time should be acknowledged as an appropriate time to complete these trainings and participate in community efforts.

**Strategic Objective 1:** Incorporate trainings focused on diversity, inclusion, belonging, and anti-racism from Harvard’s Center for Workplace Development, Harvard Library Human Resources, Longwood Medical Area Human Resources, and external providers into all Countway staff events and performance plans.

- *Aligns to Countway Strategic Objective: Community; Expertise*
- *Aligns to HMS Strategic Goal: Build a culture of diversity, inclusion, integrity, and empowerment*

### **Action Items**

#### **Phase 1**

- Countway Administrative Team: Build goals focused on DIBAR initiative participation into staff performance plans.
- CHM (All), RI (All): Contribute to profession-wide initiatives to promote primary source literacy, promote democratic and equitable access to the historical record, and build and preserve diverse and inclusive evidentiary collections.

**Strategic Objective 2:** Create all-staff programming opportunities on topics related to diversity, inclusion, belonging, and anti-racism.

- *Aligns to Countway Strategic Objective: Community; Expertise*
- *Aligns to HMS Strategic Goal: Build a culture of diversity, inclusion, integrity, and empowerment*

## **Action Items**

### **Phase 1**

- Countway Administrative Team: Engage consultants to create trainings related to diversity, inclusion, belonging, and anti-racism.

**Strategic Objective 3:** Utilize equity as the guiding principle for developing policies that impact staff, such as Flexwork.

- *Aligns to Countway Strategic Objective: Community*
- *Aligns to HMS Strategic Goal: Build a culture of diversity, inclusion, integrity, and empowerment*

## **Action Items**

### **Phase 1**

- Countway Administrative Team: Work with staff to build equitable Flexwork plans.
- Countway Administrative Team: Ensure equitable distribution of professional development funds.

**PROBLEM STATEMENT 7: Countway Library lacks a safe space and reporting processes for diverse staff to feel welcome.** Staff book club discussions and feedback received on the first draft of the diversity plan illustrate that staff are often uncomfortable talking about challenging interactions with both users and colleagues related to race, gender, age, and other primary and secondary dimensions of diversity. For DIBAR efforts to succeed, safe, non-judgmental spaces must be created for staff to engage with one another and mechanisms must be in place to acknowledge and address common issues in the workplace, such as microaggressions.

**Strategic Objective 1:** Create a mechanism for reporting and responding to microaggressions. This includes acknowledging microaggressions when they happen and having a process in place for responding to, and reporting, issues as they arise.

- *Aligns to Countway Strategic Objective: Community; Space*
- *Aligns to HMS Strategic Goal: Build a culture of diversity, inclusion, integrity, and empowerment*

**Strategic Objective 2:** Mandate training such that everyone is aware of and understands Human Resources policies and procedures regarding reporting and follow-up on issues related to Harvard University's inclusive policies.

- *Aligns to Countway Strategic Objective: Community; Space*

- *Aligns to HMS Strategic Goal: Build a culture of diversity, inclusion, integrity, and empowerment*