

# Cleveland Heights-University Heights Library

## DIVERSITY, EQUITY & INCLUSION PLAN 2021-2024



COMPASS  
CONSULTING  
SERVICES, LLC



"Pointing You In The Right Direction"

Prepared by Compass Consulting Services, LLC

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## Executive Summary

In 2020, the Cleveland Heights- University Heights Library leadership enlisted the support of Compass Consulting Services, LLC (Compass) to help them understand the current state of diversity, equity and inclusion based on input from the experiences of staff, board members and community partners. The mission of the Cleveland Heights – University Heights Libraries is to:

- Provide free access to services and facilities for all ages
- Maintain safe, welcoming spaces and digital environment
- Offer expert information and research assistance
- Maintain and lend outstanding and balanced collections and materials
- Focus on programs and services that transform people's lives
- Deliver high quality outreach services where they are needed

The Anti-Racism Task Force which is comprised of staff across all levels of the organization partnered with Compass to ultimately develop a plan of action for the system to implement over the next three years that is aligned with the mission of the Library. Under the leadership of Tameka L. Taylor, Ph.D., the team at Compass conducted interviews, focus groups, surveys, and document analysis to identify concerns for the organization to address in the Cleveland Heights-University Heights Library Diversity, Equity and Inclusion Plan. Ongoing leadership for the implementation of the plan will be provided by the Anti-Racism Task Force. The process and the plan are detailed in this report.

### Plan Summary

The Anti-Racism Task Force (Task Force) created an aspirational DEI Vision Statement to guide itself now and in years to come. Working with this vision statement, the Task Force decided to focus on diversity, equity, and inclusion as it relates to three overarching goals: Environmental/Organizational Climate, Service and Workforce. The three goals are:

1. **Service**- Develop inclusive services and programs based on fairly allocating resources, coalition building, and effective planning gained through listening to the voices of our diverse staff and community members.
2. **Environmental/Organizational Climate**- Fostering a healthy environment that supports positive professional relationships, incorporates authentic engagement as part of the organization's approach to decision-making, and improves communication throughout DEI efforts of the CHUH library system.
3. **Workforce**: Recruit and retain diverse staff at all levels of the organization to effectively achieve the overall mission of the library.

The DEI plan will cover 2021 to 2024. The success of the plan is dependent on the work of all employees to achieve the goals herein, under the guidance of the Task Force and the leadership.

### Anti-Racism Task Force

The Task Force, made up of staff who volunteered from all levels and departments within the organization, is responsible for the creation and implementation of the DEI plan and will ensure that all goals of the plan are achieved. The members of the Task Force are:

- Sheryl Banks
- Delcresha Box
- Kim DeNero-Ackroyd
- Kevin Echols
- Angie George
- Kareemah Hairston
- Matt Hoffman
- Maggie Kinney
- Nancy Levin
- Laurie Marotta
- Payton Meeks
- Stephen Sanders
- Zahir Sutarwala

## **DEI Vision Statement**

The DEI Vision statement reads, “The library is committed to fostering an environment in which all employees, customers, and volunteers are valued, respected, and welcomed for their individual assets and differences and have opportunities to achieve their fullest potential.”

## **Cleveland Heights-University Heights Library Definitions**

### ***Diversity***

Diversity is defined as the sum of the ways that people are both alike and different. As the Cleveland Heights-University Heights Library system recognizes, values, and embraces diversity, we are recognizing, valuing, and embracing the uniqueness of each person.

### ***Equity***

Equity takes differences into account to ensure that everyone has access to opportunities that help them achieve desired outcomes

### ***Inclusion***

Inclusion when everyone is welcomed, valued and safe regardless of their uniqueness.

## **DEI Audit Process and Themes**

To complete the audit, Compass conducted 24 focus groups and 11 interviews to assess how all levels of Employees, Board Members and External Partners felt regarding DEI. The groups were intentionally categorized by roles in and with the organization. The response rate of the staff survey was 57%.

The main DEI themes that emerged from the data collected at the Cleveland Heights - University Library system is listed below. The next phase of the work involved the identification of strengths and opportunities associated with each theme. Finally, the opportunities were prioritized, and then the focus, moved to the development of the strategies for the plan. Also, Compass looked at the organizations policies, procedures and other written materials for DEI concerns and maderecommendations to address them.

The themes that emerged in the audit listed in alphabetical order below are:

### ***Accountability***

#### **Strengths**

- Staff sees the timing of addressing DEI within the organization as important

#### **Opportunities**

- Consistent protocols and procedures for all staff regarding DEI efforts
- Improved transparency of decisions made across the organization
- Increase inclusion of all levels of staff in decision making opportunities

### ***Leadership***

#### **Strengths**

- Align services provided to meet the diverse needs of the community
- Enhance orientation/professional development to prepare staff to serve the diverse needs of the community

- Improve accommodations for clients with special needs such as unhoused
- Improve quality of services to Black youth
- Improve the quantity of services directed to the millennial population
- Increase opportunities to incorporate knowledge about the communities that we serve in policies and procedures

### **Opportunities**

- Align services provided to meet the diverse needs of the community
- Enhance orientation/professional development to prepare staff to serve the diverse needs of the community
- Improve accommodations for clients with special needs such as unhoused
- Improve quality of services to Black youth
- Improve the quantity of services directed to the millennial population
- Increase opportunities to incorporate knowledge about the communities that we serve in policies and procedures

## ***Organizational Culture***

### **Strengths**

- Dedication to the fulfillment of the mission
- Longevity of some staff

### **Opportunities**

- Build on the positive organization history
- Create a safer environment and eliminate fear of retaliation
- Clearly define organizational values related to DEI
- Establish protocols that promote mutual courtesy and respect towards all
- Incorporating the knowledge about the communities that we serve
- Increase integration of DEI protocols and practices throughout the organization to improve morale
- Provide opportunities for all staff to use their additional skills and experiences to meet the vision of the organization

## ***Patron Engagement***

### **Strengths**

- Marketing has become more representative of diverse groups
- Offer programming to address the interest of some diverse populations

### **Opportunities**

- Align services provided to meet the diverse needs of the community
- Enhance orientation/professional development to prepare staff to serve the diverse needs of the community
- Improve accommodations for clients with special needs such as unhoused
- Improve quality of services to Black youth
- Improve the quantity of services directed to the millennial population
- Increase opportunities to incorporate knowledge about the communities that we serve in

policies and procedures

### ***Recruitment, Retention and Professional Development***

#### **Strengths**

- HR expanding inclusion of employees in things such as EAP program
- REI Groundwater Training for staff
- Staff desires more effective DEI training and information

#### **Opportunities**

- Designate a staff member whose sole responsibility is DEI
- Create a more inclusive environment to assist with retention that incorporates effective mentor programs across all levels of staff
- Create strategies to introduce more opportunities for people of color to library science
- Increase opportunities for sustainable DEI training for all and for more effective follow up with DEI initiatives
- Increase opportunities to bring in more diversity through introducing to field of library science to pages
- Strengthen pipeline for diverse people that leads to long term employment in all positions

# Cleveland Heights-University Heights Public Library

## Diversity Equity and Inclusion Plan

### 2021-2024 Goals and Objectives

<p><b>Goal: Service</b></p> <p>Develop inclusive services and programs based on fairly allocating resources, coalition building, and effective p the voices of our diverse staff and community members.</p>
<p><b>Key Objectives</b></p>
<p>A. Develop a process to review how the library approaches programs, materials and services that captures the t segments of the community and staff.</p>
<p>B. Create mechanisms to allocate resources (people, time, space, and finances) and better inform the developme unserved and/or underserved communities.</p>
<p>C. Enhance and possibly expand outreach and programming to underserved and unserved community segment</p>
<p>D. Develop methods for effective outreach to non-English speaking communities.</p>
<p><b>Goal: Workforce</b></p> <p>Recruit and retain diverse staff at all levels of the organization to effectively achieve the overall mission of the</p>
<p><b>Key Objectives</b></p>
<p>A. Create strategies to identify diverse candidates for library positions.</p>
<p>B. Create effective public branding strategies to brand the library as a great place for all people to work.</p>
<p>C. Expand youth-focused mentorship and internship opportunities rolling through all departments to expose di MLIS and non-MLIS library careers.</p>
<p>D. Ensure that HR policies reflect DEI values.</p>
<p>E. Develop effective appreciation program for all staff.</p>
<p>F. Develop a system to infuse DEI values and planning into ongoing staff engagement.</p>
<p>G. Ensure that diverse staff are offered opportunities for professional development and advancement through t activities.</p>
<p><b>Goal: Environmental Organizational Climate</b></p> <p>Fostering a healthy environment that supports positive professional relationships, incorporates authentic engage approach to decision-making, and improves communication throughout DEI efforts of the CHUH library system</p>



**Staff Objectives**

- A. Enhance Inform including content and submission process so that it can become a strong communication tool.
- B. Employ DEI librarian(s) to spearhead DEI efforts as it relates to all library services for all customers.
- C. Create a procedure to connect staff input to Staff Association so that they can implement recommendations.
- D. Increase opportunities for effective staff engagement around DEI values to improve overall climate.
- E. Incorporate use of a DEI lens in organizational decisions.
- F. Provide opportunities for Staff Association representatives to be trained in the areas of conflict resolution, negotiation, and mediation so that they can support the work of the DEI Taskforce.

**Administration and Trustee Objectives**

- A. Integrate DEI as an ongoing focus in all areas of the organization.
- B. Create intentional process to recruit diverse Trustees.
- C. Develop and offer effective DEI professional development for all staff to support implementation of DEI in the organization.
- D. Establish a budget and secure needed funding to support DEI plan.
- E. Establish a procurement policy to ensure that a certain percentage of revenue is spent with both locally and regionally owned businesses.