



# Introducing the ELIF model for Designing Impactful Professional Development Events (PDEs) on Diversity, Equity, and Inclusion (DEI)

Research by Keren Dali, Norda Bell, & Zach Valdes  
Narrated by Julia Dunford

Supported by the Faculty Research Fund  
grant from the U of Denver



# DEI PDE Study

Dali, K., Bell, N., & Valdes, Z. (2021a).

The expectation and learning impact framework (ELIF): Evaluating diversity, equity, and inclusion professional development events for academic librarians. *Journal of Academic Librarianship*, 46(6).

<https://doi.org/10.1016/j.acalib.2021.102456>



# DEI PDE Study

- E - Expectations &
- L - Learning
- I - Impact
- F - Framework





# DEI PDE Study

Can you guess what made their experience most memorable?



# Professional Development Events (PDEs)

**Conferences**

**Training Sessions**

**Workshops**

**Talks**

**Courses**

**Webinars**

To learn about emerging topics

To network and connect with others in the field

To acquire new skills or expand a skillset

But how impactful are these professional development events?

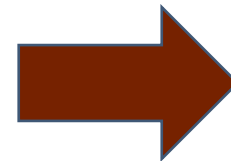
What factors account for a diversity event's success?



# Learning Outcomes

By the end of this presentation, you will learn

- about librarians' perceptions of impactful professional development DEI events
- how the ELIF can help with organizing these events and
- the five essential components that can help to make a professional development event memorable and meaningful



Cognitive

Personal

Behavioral

Social

Affective



# Activity Slide

Think about your own experiences in the past while attending diversity professional development events. Name one particular event that was memorable (in a positive or negative way) and which you felt influenced your way of thinking, actions, or attitudes after the event.

List 3 things that made it memorable

- 1.
- 2.
- 3.



# Survey Answers

- “This particular event was very informative and inclusive and gave opportunities to discuss topics and connect with my colleagues in a new way.”
- “I was able to attend several discussion groups, so it was interesting to see how the conversation unfolded in each one. One was memorable because the conversation got so heated, as someone with problematic views tried to dominate the conversation. Another was memorable because it felt like a lot of lip service on my colleagues’ part, but never really delved deeper into the topic, as we were asked to do by the book.”
- “It was disappointing. There was good information there, but it fell far short of my expectations. I also felt that when the speaker would ask participants for comments and ideas, there were predetermined right answers to these very nuanced questions. So it sometimes felt like a trap was being set.”
- “I remember [the keynote speaker] saying how “white” the audience was. I am a white woman and heterosexual and her comment(s) made me pause and really think about how it must feel to be “other” in whatever capacity that manifests - it has stuck with me - even 3 years later.”





# Learning is like baking a cake...

- Basic ingredients needed for learning experiences
- Different types of learning experiences
- But core ingredients needed to make a basic cake
- Ratio of ingredients is key to how memorable learning experiences are



# Reflection on One Impactful DEI Event

Participants asked to reflect on following questions:

1. What were your goals, expected outcomes or intentions in attending this event?
  - EXPECTATIONS
2. What were some important lessons from the event that you remember?
  - LEARNING
3. Why was this event memorable or influential?
  - IMPACT



# The Expectation & Learning Impact Framework



## Five Coding Categories Reflecting Aspects of Learning Experiences

Reflecting on their:

- Expectations going into diversity events
- Learning at diversity events
- Impact from diversity events, five categories emerged

Cognitive



Awareness & Learning

Personal



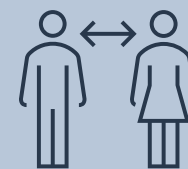
Self-awareness/Self  
Improvement

Behavioral



Action

Social



Interaction

Affective



Emotion



# COGNITIVE



## Awareness & Learning

- Experiences accounted for the largest category of factors that made the PDE memorable
- Examples of PDE:
  - Developing empathy and learning about other people's experiences
  - Better understanding what inclusion should look like in the workplace
  - Becoming aware of issues surrounding DEI in higher education and various industries
  - Discussing and learning ways to become more inclusive.

Cognitive



Awareness & Learning

Personal



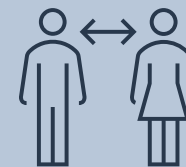
Self Awareness/ Self Improvement

Behavioral



Action

Social



Interaction

Affective



Emotion





# COGNITIVE



## Selected Quotes

- “It made me aware of other issues affecting people of color in academic libraries especially those considered ‘staff’”
- “People in the dominant culture [should] not expect to turn to the POC to make change”
- “In the big picture, nothing has really changed; [w]hen people feel threatened it is easier to blame others than look at the inadequacies within themselves”

Cognitive



Awareness & Learning

Personal



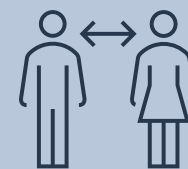
Self Awareness/ Self Improvement

Behavioral



Action

Social



Interaction

Affective



Emotion





# PERSONAL



## Self-awareness/Self-Improvement

- Most responses stressed improved self-awareness of personal biases, privileges, and increased personal sensitivity and cultural competence.
- Examples of personal aspect in PDE:
  - Thinking carefully about the personal deficit paradigm
  - Being willing to unlearn much of what is known
  - Paying careful attention to word use and body language

Cognitive



Awareness & Learning

Personal



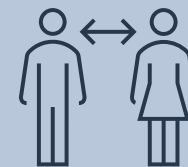
Self-awareness/Self-Improvement

Behavioral



Action

Social



Interaction

Affective



Emotion



# PERSONAL



## Selected Quotes

- “Listen first; Ask someone how they want to be identified; When your action is a microaggression, accept that you have erred and apologize if it is appropriate - show that you understand you have made an error and are learning not to do so again.”
- “Got me even more fired up to integrate and advocate for these issues at my institution.”

Cognitive



Awareness & Learning

Personal



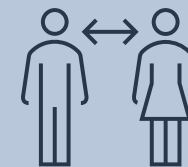
Self-awareness/  
Self-Improvement

Behavioral



Action

Social



Interaction

Affective



Emotion



# BEHAVIORAL



## Action

- Specific actionable strategies were one of the most common desired outcomes for attending PDE sessions, and one of the most frequently mentioned lessons learned.
- Examples of behavioral aspects experienced in PDE:
  - Acquiring “take back” tips, strategies, and techniques to apply in respective work environments
  - How to change organizational culture and policies
  - Improving hiring, recruitment, and retention practices

Cognitive



Awareness & Learning

Personal



Self-awareness/Self-Improvement

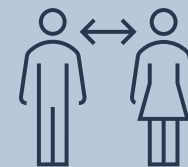
Behavioral



Action



Social



Interaction

Affective



Emotion



# BEHAVIORAL



## Selected Quotes

- “Comfort with old ways is the biggest obstacle - people sometimes feel like supporting DEI work is “one more thing”, so the challenge is shifting the frame to articulate how it makes all of us, and all that we do, better and more accessible for all.”
- “I was already trying to decolonize my collection practices before attending the event, but after attending the event, I felt much more confident in my approach.”

Cognitive



Awareness & Learning

Personal



Self-awareness/Self-Improvement

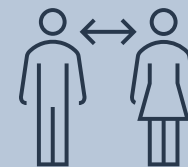
Behavioral



Action



Social



Interaction

Affective



Emotion



# SOCIAL



## Interaction

- The social aspect of learning is another important element of impactful PDE
- Examples of social aspects experienced in PDE from the data included:
  - The ability to connect with others outside of the institution with the same interest (networking)
  - Having a shared understanding of the importance of the DEI issue
  - The preference to learn within and interact in a group rather than learning alone
  - The ability to hear and interact with distinguished, motivational, inspirational speakers

Cognitive



Awareness & Learning

Personal



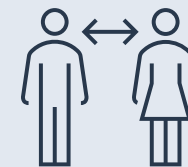
Self-awareness/Self-Improvement

Behavioral



Action

Social



Interaction



Affective



Emotion





# SOCIAL



## Selected Quotes

- “It was nice to see so many colleagues gathered together - and gauge their level of engagement with diversity issues”
- “We helped learn from each other and develop a strong network for ongoing personal and career support”

Cognitive



Awareness & Learning

Personal



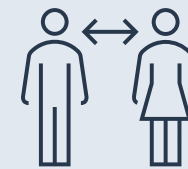
Self-awareness/Self-Improvement

Behavioral



Action

Social



Interaction



Affective



Emotion



# AFFECTIVE



## Emotion

- Emotional aspect of learning is important.
- Participants reflected on negative/positive emotions during DEI PDEs.
- Sessions that elicited emotions were memorable and rated as impactful

Cognitive



Awareness & Learning

Personal



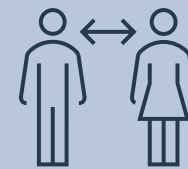
Self-awareness/Self-Improvement

Behavioral



Action

Social



Interaction

Affective



Emotion



# AFFECTIVE



## Selected Quotes

- “It made me angry at my institution”
- “I had just never seen 300 women in one space. And then, to see the sea of diverse faces was inspiring”
- “It made me hopeful because of the amazing people doing the work that I meant and worried because of the sheer amount of work that still needed to be done”

Cognitive



Awareness & Learning

Personal



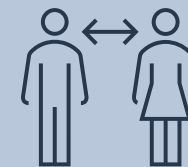
Self-awareness/Self-Improvement

Behavioral



Action

Social



Interaction

Affective



Emotion

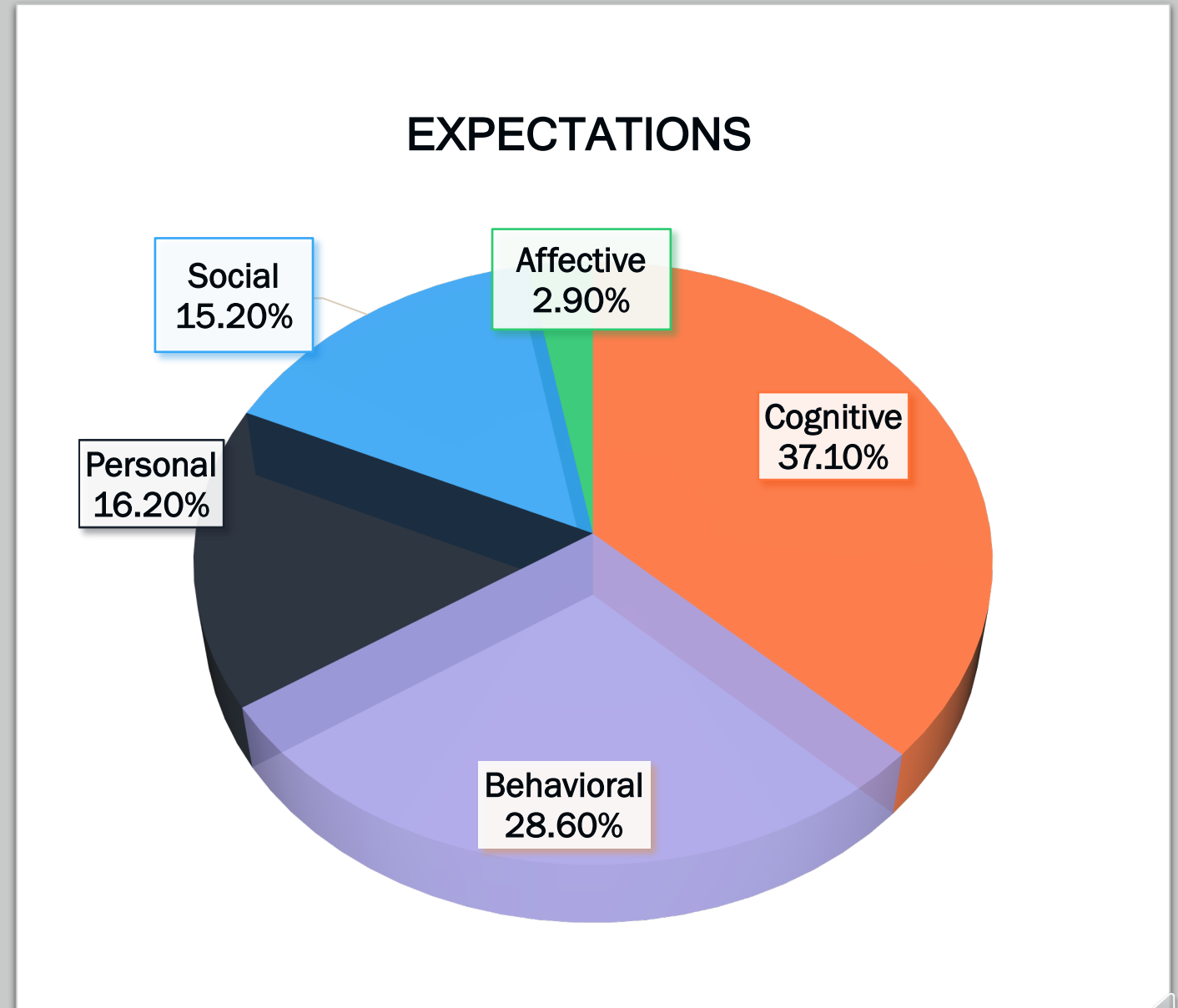


# Expectations

What were your goals, expected outcomes or intentions for attending the impactful event?

Participants expected learning experiences related to the

- Cognitive (37.1%)
- Behavioral (28.6%)
- Personal (16.2%)
- Social (15.2%)
- Affective (2.9%)

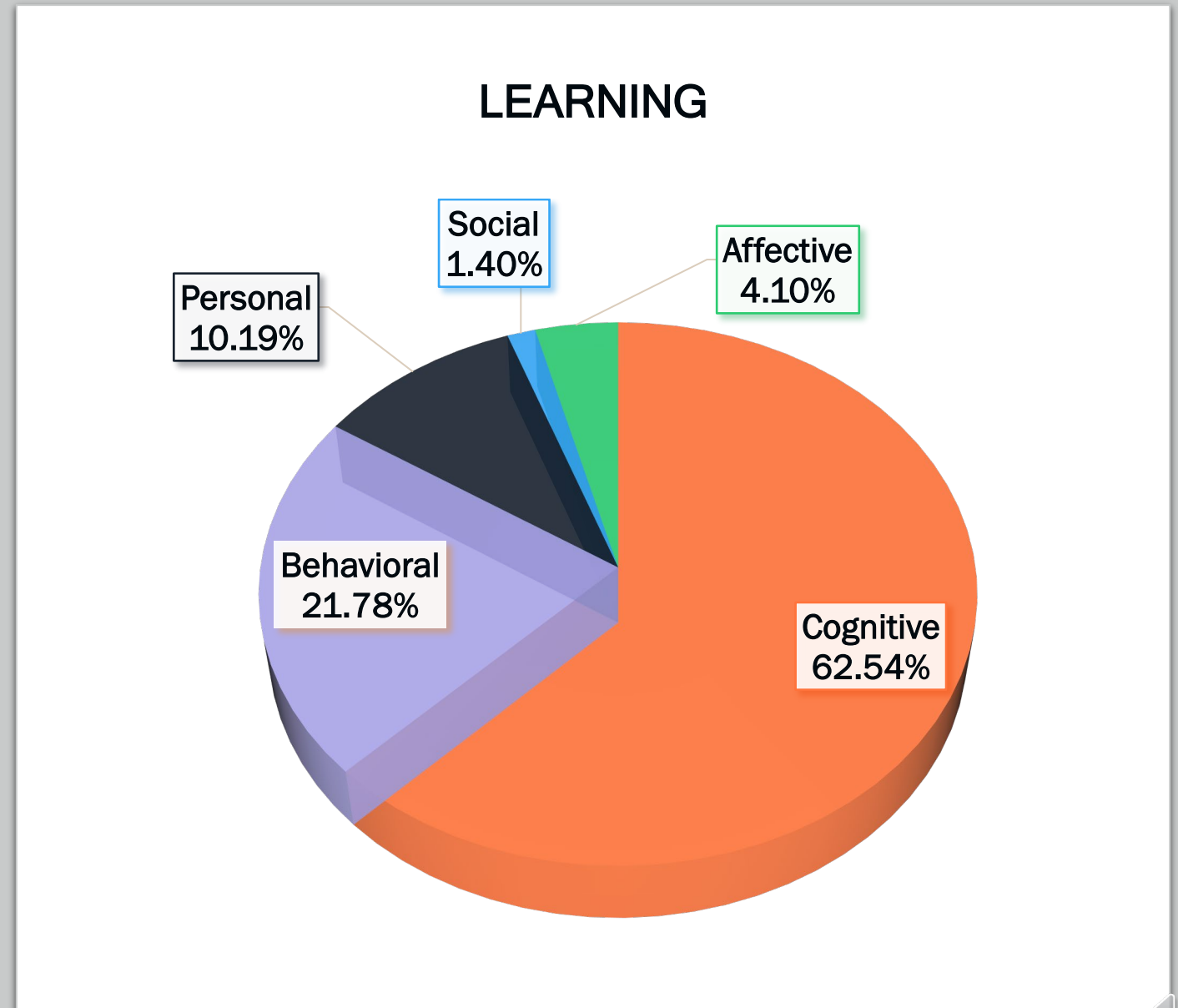


# Learning

What were some important lessons from the event that you remember?

Participants learned important lessons related to the:

- Cognitive (62.6%)
- Behavioral (21.8%)
- Personal (10.2%)
- Affective (4.1%)
- Social (1.4%)



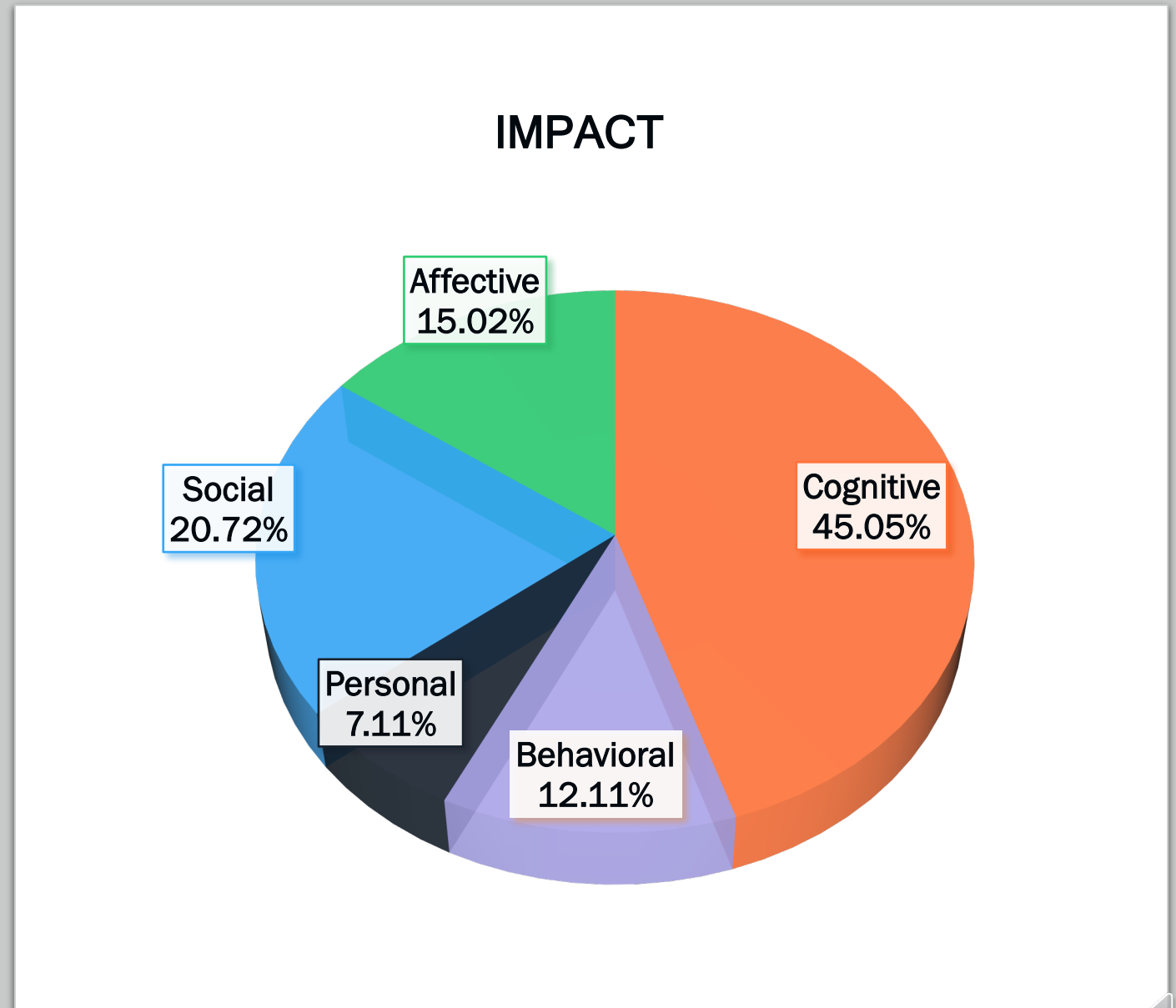


# Impact

## Why was this event memorable or influential?

What participants reported as impactful about the event resulted in:

- Cognitive (45%)
- Social (20.7%)
- Affective: (15%)
- Behavioral (12.1%)
- Personal (7.1%)



# Enter ELIF

Cognitive (Awareness & Learning): The largest category of factors that made the PDE memorable and ensuing learning significant

Personal (Self-awareness/improvement): The category that encompassed improved self-awareness of personal biases and privileges

Behavioral (Action): The second largest category across all questions that mentioned lessons applicable in professional practice and workplaces

Social (Interaction & Networking): The category showing the importance of interactivity, socialization, networking

Emotion: The category highlighting that both positive and negative emotions made events memorable





Keren Dali (PI)  
University of Denver  
[keren.dali@du.edu](mailto:keren.dali@du.edu)



Norda Bell (co-PI)  
York University  
[nordam@yorku.ca](mailto:nordam@yorku.ca)



Zach Valdes (co-PI)  
Sam Houston  
State University  
[zav001@shsu.edu](mailto:zav001@shsu.edu)

**Narrated by: Julia Dunford**

# Thank you!

