Theoretical Approach on Library Management and Anti-Racism in the Workplace

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ABSTRACT

The Library is an essential place for people to gain knowledge and information. Transportation methods, channels, knowledge, and information efficiency have considerably changed, and the demand for information and knowledge is increasing. Therefore, there is a need for strong and effective motivation at the various levels, departments, and sections of the Library. Libraries have played an essential role in providing equitable access to information and promoting social justice. However, like other institutions, libraries have also been complicit in perpetuating systemic racism and discrimination. There has been a growing movement within librarianship towards antiracist practices and policies in recent years. By centering anti-racism in library management, libraries can work to dismantle systemic barriers, promote diversity and inclusion, and better serve all members of their communities. With commitment and ongoing self-reflection, libraries can become vital partners in the struggle for racial justice and equity. Libraries have a responsibility to be actively anti-racist institutions that promote equity, diversity, and inclusion. However, libraries also have a history of upholding systemic racism through biased policies, practices, and services. To dismantle racism and become truly inclusive, libraries must prioritize anti-racism in all management and operations aspects. Library managers set the tone for organizational culture and values. As such, they play a critical role in leading anti-racist initiatives in their institutions.

Keywords: Library Management, Anti-racism, Workplace.

INTRODUCTION

The management process necessarily involves the management of people in their working environments. Recognizing that the human element and the organization are synonymous is necessary to comprehend the vital significance of people working for the organization. An organization that is managed effectively will typically view the typical employee as the primary source of quality and productivity gains. Such businesses do not look to capital investments but rather to their employees as the primary source of improvement in their organization. To what extent an organization successfully accomplishes its objectives is one measure of its effectiveness. Within the sphere of influence that it has, an efficient organization will make it a priority to foster an atmosphere of cooperation as well as a sense of commitment and contentment for its members. In academic and research libraries, there is a need for strong and effective motivation at the various levels, departments, and sections of the Library. This is necessary to make employees satisfied with their jobs and committed to their work in the libraries (Tella, Ayeni& Popoola, 2007; Alhamad, et al., 2015; Abd Alia & ALhamad, 2022). People should visit the Library because it is essential for acquiring new knowledge and information. A significant amount of change has occurred in the modes of transportation, the channels, and the effectiveness of knowledge and information, and the demand for information and knowledge is growing (Chen, 2020). A library can be defined as an organized collection of information sources that are made available to members of the public. Depending on the type of information, the Library may hold it physically or in a digital format. Access to information was typically granted inside a library during earlier times, but as technology advanced, it became possible to access the information online. The Library is an organism that is expanding at a rapid rate. The antiquated practices used to maintain it are not as dynamic and effective as they once were. The application of contemporary techniques has developed into an absolute necessity in order to facilitate the speedy retrieval and dissemination of information as well as improved service for the clientele (Neelakandan et al., 2010; Dinesh et al.,2015; Adebesin & Folorunsho, 2015).

The subfield of institutional management known as library management focuses on the unique challenges specific to libraries and the professionals who work in library management. Everyday management responsibilities, as well as concerns regarding intellectual freedom, resistance to censorship, and fundraising efforts, are included in library administration. Issues that must be addressed in managing libraries frequently overlap those that must be addressed in managing nonprofit organizations (Sharma et al.,2005; Ahmed et al., 2019;Adebesin & Folorunsho, 2015Alabdullah & Zubon, 2023; Albdulah & Mohamed, 2023). Buildings are all that libraries are. People are the ones who do the work.

Moreover, we must be kind to these individuals. These librarians are working to save the democratic values of society and going above and beyond to serve the needs of their neighbors and communities (Ahmed & Alabdullah, 2023; Ahmed et al., 2017; Ahmed etal, 2018; Alfakhri & Alabdullah, 2021). Passion, devotion, and awe are not sustainable sources of income; however, these qualities are the driving forces behind their work. To broaden the professional perspective, libraries, and professional organizations have collaborated to create documents and policies on information ethics and

intellectual freedom. Even though these policies and procedures are critical, the fact that most of them are written in the language of those in power helps to maintain cultural hegemony. For instance, professional organizations, the vast majority of whose members are white, are responsible for drafting statements on professional ethics. The discursive formations of those who write and enforce these policies affect how people are free to express their ideas (Alabdulah et al., 2024; Alabdullah et al., 2016; Alabdullah, 2017). Those in positions of authority decide the extent of the intellectual freedom that the Library will uphold. Libraries have historically played an essential role in providing equitable access to information and promoting social justice. However, like other institutions, libraries have also been complicit in perpetuating systemic racism and discrimination. There has been a growing movement within librarianship towards antiracist practices and policies in recent years (Ahmed et al., 2015; Ahmed et al., 2019; Chechan et al, 2020).

By centering antiracism in library management, libraries can work to dismantle systemic barriers, promote diversity and inclusion, and better serve all members of their communities. With commitment and ongoing self-reflection, libraries can become vital partners in the struggle for racial justice and equity (Adkins and Hussey, 2006; Galvan, 2015; Alabdullah & Asmar, 2021; Ettarh,2018). Libraries have a responsibility to be actively antiracist institutions that promote equity, diversity, and inclusion. However, libraries also have a history of upholding systemic racism through biased policies, practices, and services (Hathcock, 2015). To dismantle racism and become truly inclusive, libraries must prioritize antiracism in all management and operations aspects. Library managers set the tone for organizational culture and values. As such, they play a critical role in leading antiracist initiatives in their institutions.

Society perceives Libraries as welcoming, service-oriented spaces where the public can receive assistance with finding trustworthy information, learn new skills, apply for jobs, and gather in a safe space to address challenges facing their communities (Brook, Ellenwood & Lazzaro, 2015). All too often, the Library is viewed as an egalitarian institution that provides universal access to information for the general public (Brook, Ellenwood & Lazzaro, 2015) Libraries are perceived to be an egalitarian institution that provides (Horrigan, 2016; Jones, Mani, Carlson, Welker, Cawley & Yu, 2022), Libraries are portrayed as institutions that are neutrally welcoming to all, erasing the marginalization, racism, and exclusion experienced by Black, Indigenous, and Colored (BIPOC) and people of other marginalized groups at the hands of library staff and library policies. (Farkas, 2020; Faraj & Alhamad, 2022), According to this study, Bernard examines workers, specifically librarians, who participate in an organized endeavor, putting in time and effort to achieve personal, economic, and non-economic satisfaction. Employers of information professionals or librarians have a responsibility to carefully meet the demands of their employees in this age of the information superhighway. If this does not occur, they will find that they are experiencing a loss of their talented and creative professionals to other organizations that are able and willing to satisfy their requirements and prerequisites (Bernard, 1995; Tella et al., 2007).

Library Management

The process of planning, organizing, directing, and controlling the activities and resources of a library in order to achieve its goals and objectives efficiently and effectively" (Reitz, 2004); here, we will learn about the relationship of library management with other departments in the institution:

- *Collection Management:* The development and management of library collections to meet the information needs of the Library's clientele. Collection management involves activities like acquisitions, weeding, preservation, and digitization.

- *Human Resources Management:* The process of acquiring, training, appraising, and compensating employees and attending to their labor relations, health and safety, and fairness concerns. In libraries, this includes recruiting and developing qualified library staff.

- *Financial Management:* The process of planning, organizing, directing, and controlling the financial activities of a library. This includes budgeting, accounting, auditing, and financial reporting.

- *Facilities Management:* Planning, organizing, directing, and controlling the maintenance and operation of library buildings and grounds. This involves overseeing library facilities' infrastructure, security, safety, and cleanliness.

- *Technology Management:* The process of planning for, acquiring, and maintaining technological resources to support the Library's mission and goals. This includes overseeing the Library's hardware, software, networks, and systems.

- *Policy Development:* The process of establishing principles and guidelines to achieve the goals of the Library. Library policies provide a framework for decision-making and guide the Library's day-to-day operations.

- *Strategic Planning:* The process of defining the Library's strategy or direction and making decisions on allocating its resources to pursue this strategy. Strategic planning helps libraries achieve long-term goals and respond to environmental changes.

- *Assessment:* The systematic collection and analysis of information to improve decision-making, accountability, and overall effectiveness of library programs and services. Assessment data can inform decisions about collections, staffing, and facilities.

- *Outreach:* The activities a library undertakes to make its resources and services known to nonusers and underserved groups in the community.

Effective outreach is essential for the Library to fulfill its mission. (Reitz, 2004), Libraries are institutions dedicated to serving the public. The American Library Association's article five of The Bill of Rights states, "A person's right to use a library should not be denied or abridged because of origin, age, background, or views." This sentiment, however, has not always been the case. Throughout the history of libraries, race has played a dynamic role. In

many ways, the relationship between race and libraries has reflected the dominant views of those in power at the time. (Library Bill of Rights, 2006; Frisch, 2019).

Public libraries as we know them today are the product of two social and political processes crucial to forming states and exercising social control in the late nineteenth century. These processes were interrelated and mutually reinforcing. The first was the shift in demographics of the workforce in rapidly industrializing states like the United States, Canada, and Great Britain, which saw the profession of librarianship go from being dominated by men to being almost filled by women. Nevertheless, it is essential to remember that pursuing racial justice is not an assault on individuals or the profession. It is a rejection of the structural oppression within it and seeks to "rehumanize research and policy" with practices that reflect widely held professional and personal values of equitable, diverse, and inclusive communities. The fact that racism is structural by its very nature means that it touches every attitude, behavior, policy, and practice that can be found in public libraries. As a result, racial justice is not merely another policy, nor should it be directed solely at particular interpersonal connections (i.e., staff to library patron, staff to staff, management to staff). Because of this, there needs to be a significant shift in the organizational framework within which libraries function and locate themselves in the wider world (Passet, 1993; Honma, 2005; Dei, 2014; Matthews, 2021). Historically, libraries have perpetuated systemic racism through exclusionary policies, biased collections that ignored or stereotyped minority groups, and a lack of diversity among staff. Many public libraries had segregated facilities or restricted access for non-white patrons (Hathcock, 2015; Akram Alhamad, 2023). The decisions that academic libraries and librarians make when carrying out their primary missions of collecting, preserving, and providing access to information can impact the diversity of scholarly work or the lack thereof. The American Library Association (ALA) "recognizes that institutionalized inequities based on race are embedded into our society and are reinforced through social institutions and further perpetuated by policies, practices, behaviors, traditions, and structures." This statement is taken directly from the ALA's policy manual. Academic librarians are perhaps uniquely equipped and empowered to define and redefine systems of knowledge that convey 'truths' about what we know about the world and how that knowledge is organized and evaluated. This is because academic librarians have access to a wide variety of resources and are responsible for organizing a large amount of information (Hudson, 2017). The communities served by large library systems are always front and center in their minds, and the systems' dedication to the ideals of social justice, service, and equity is unwavering. Working with local communities to provide access to high-quality information and services that are not cost-prohibitive and equitable is central to their mission and professional practices. Also, the significance of public libraries enables them to be at the forefront of their priorities to serve disadvantaged groups, such as young people who are victims of racial discrimination, and to assist them in reducing social inequalities that manifest themselves in unfavorable outcomes such as gaps in education, underemployment, and lack of access to safe and affordable housing. These groups include: (Matthews, 2020). Anti-racism and anti-colonial strategies are gaining growing recognition as essential components of current library management practices worldwide. These practices aim to create more inclusive, equitable, and diverse spaces for all users (Alhamad, 2019).

GLOBAL PERSPECTIVES

Canada

 The Canadian Association of Research Libraries, also known as CARL, serves as a leadership body representing the interests of Canadian research libraries (Soutter,2016). Since its founding in 1976, CARL has been an advocate for scholarly communication that is both effective and sustainable, as well as public policy that enables broad access to scholarly information (CARL,2022).

The abbreviation CARL refers to the Canadian Association of Research Libraries. Library and Archives Canada and the National Research Council of Canada are two federal institutions currently members of the organization. Other members include the twenty-nine largest (research-based) university libraries in Canada. CARL is responsible for providing leadership for Canada's research libraries and improving the country's capacity to advance higher education and research. It encourages the creation of knowledge that is both effective and sustainable, as well as its dissemination, preservation, and public policies, all of which serve to increase access to scholarly information (Soutter,2016).

Some key focus areas for CARL include:

- Supporting equitable access to scholarly materials.

- Advocating for sustainable models of scholarly communication.

- Fostering leadership and professional development in the academic library community.

- Collaborating to build digital infrastructure and tools.

- Promoting effective public policy and legislation.

CARL is essential for cooperation, knowledge exchange, and joint initiatives among Canada's major academic research libraries. The Association helps amplify the impact of its members.

This competencies profile is intended to act as a guide to help librarians working in research libraries manage their careers, set meaningful professional development goals, and align those goals with the missions of their respective organizations, as well as a means to identify strengths and gaps in personal competencies, as stated in the Canadian Association of Research Libraries (CARL) Competencies Statement (Soutter, 2016). The Canadian Federation of Library Associations (CFLA) has developed a "Truth and Reconciliation Report and Recommendations," which provides guidelines for libraries to address colonialism's historical and ongoing impacts on Indigenous peoples. This report was titled "Truth and Reconciliation Report and

Recommendations" published in January 2018 (CFLA, 2017). The report emphasizes how vital it is for libraries to decolonize their practices and collections.

United State

The American Library Association (ALA) is the world's oldest and largest library association. Founded in 1876, the ALA's mission is "to provide leadership for the development, promotion, and improvement of library and information services and the profession of librarianship to enhance learning and ensure access to information for all" (ALA, 2022). The ALA has over 57,000 members, including librarians, library trustees, and staff. The Association is committed to promoting the highest quality library and information services for all people. (ALA, 2022).

The ALA consists of multiple divisions that focus on different types of libraries and areas of librarianship. Some of the significant divisions include:

- Association of College and Research Libraries (ACRL)

- Public Library Association (PLA)

- Reference and User Services Association (RUSA)

- Association for Library Service to Children (ALSC)

- Young Adult Library Services Association (YALSA)

The ALA publishes professional journals, conducts research, provides continuing education and training, issues policy statements, and advocates for libraries at the state and national levels. The Association also sets standards and accreditation for library and information science programs (ALA, 2022). Some key initiatives of the ALA include promoting literacy, intellectual freedom, equitable access to information, and the development of library professionals. The ALA, through its divisions, offices, and programs, promotes and improves library services through a broad range of initiatives related to advocacy, research and professional development, policy, and standards (Gibson et al.,2017).

Among these initiatives in library management are:

- Advocate for increased library funding from federal, state, and local governments.

- Develop standards and guidelines for the profession through academic sections and round tables.

- We provide library staff with continuous education and professional development opportunities through conferences, seminars, and training courses.

- Publish research and data on library issues through the ALA Office of Research and Statistics.

- Recognition of excellence in the profession through awards and recognition programs.

- They influence public policy on library-related issues through the ALA's Washington office.

- Support the development of future library leaders through programs such as the Emerging Leaders Program.

- Promote professional diversity and inclusion through initiatives such as the Spectrum Scholarship Program.

- We are supporting intellectual freedom and freedom of reading through the Office of Intellectual Freedom of the ALA Association.

- Accreditation of master's programs in Library and information studies through the Accreditation Committee of the ALA Association.

The case for minority librarians to serve diverse new clients in the twenty-first century has been explored in the literature, and it has been addressed in part by schools of Library and information sciences and professional organizations such as the American Library Association, as stated by the American Library Association (ALA) (Dawson,2000). The American Library Association (ALA), a professional organization that guides many types of libraries (such as public, academic, and school), counts democracy, access, diversity, social responsibility, and the public good as some of its core values. Libraries are organizations that present themselves as gateways to knowledge, providing access to information and services to all Americans. Even though libraries are ubiquitous in most local communities in the United States, The American Library Association (ALA) is the professional organization that guides many types of libraries (such as public (American Library Association, 2004). It should come as no surprise, when viewed in conjunction with the various position statements concerning censorship and inclusivity, that many librarians consider social justice work to be central to the profession of librarianship (Gibson, Chancellor, Cooke, Dahlen, Lee& Shorish, 2017; Akram M. Alhamad, et. al., 2023).

Australia

The Australian Library and Information Association (ALIA) is the professional organization for Australia's Library and information services sector.

Some key facts about ALIA:

- ALIA was established in 1937 and has over 6,000 members, including individuals and institutions.

- ALIA's mission is to "advance the leadership role and status of the profession in fostering learning, literacy, and equitable access to information and ideas."

- ALIA sets Library and information management standards in Australia by developing policies, guidelines, and codes of ethics.

- ALIA accredits library and information science programs at Australian universities to ensure they meet high standards for professional education.

- ALIA advocates for the Library and information sector at the national level, representing the profession's interests to government and other organizations.

- ALIA provides professional development and training for members to support their career growth.

- ALIA publishes the Australian Library Journal, a quarterly peer-reviewed journal covering topics relevant to the Library and information profession (Smith& Middleton, 2009).

The recent growth of a concerted interest in Library and information studies (LIS) research by the Australian Library & Information Association (ALIA) has placed research issues on the professional agenda in Australia. This research interest was brought about by the recent development of a concerted interest in Library and information studies (LIS) research. This interest was prompted by the detail included in some of the ALIA's award activities and the Association's desire to establish a research fund. Specifically, this interest was prompted by the detail included in some of the ALIA's award activities. During the Library and Information Science Education for the Knowledge Age (LISEKA) project in 2001-21, an emphasis on research was also encouraged. This emphasis was linked with Object (c) of the Association's Constitution, which reads as follows: "To ensure the high standard of personnel engaged in information provision and foster their professional interests and aspirations" (Smith& Middleton, 2009; Alhamad et al., 2019).

South Africa

The Library and Information Association of South Africa (LIASA) has a "Transformation Charter" that emphasizes the need for libraries to address the legacies of apartheid and colonialism (LIASA, 2014). This includes promoting diversity and inclusivity in library practices and collections.

The Library and Information Association of South Africa (LIASA) is a professional body representing libraries and information services in South Africa. Some key facts about LIASA:

- LIASA was established in 1992 and has over 2000 individual and institutional members.

- LIASA's mission is to "promote and develop library and information services in South Africa."

- LIASA aims to achieve this mission by:

- ✓ Advocating for the Library and information profession

- ✓ Providing professional development and training for members

- ✓ Setting standards and guidelines for the profession

- ✓ Facilitating networking and collaboration

- ✓ Recognizing excellence through awards

- LIASA publishes a quarterly journal called "Mousaion," which covers topics relevant to the Library and information profession in South Africa.

- LIASA organizes an annual conference that brings together Library and information professionals nationwide.

- LIASA has various sections representing different types of libraries and information centers, including academic, public, unique, and school libraries.

In summary, LIASA is essential in representing, developing, and advancing the Library and information profession in South Africa.

United Kingdom

CILIP, the Library and information association in the U.K. has a "BAME Network" to support Black, Asian, and Minority Ethnic professionals in the Library and information sector (CILIP, 2020). The network also works to challenge and change systemic racism in library practices and collections. The Chartered Institute of Library and Information Professionals (CILIP) is the leading professional body for Library and information workers in the United Kingdom. Some key facts about CILIP:

- CILIP has over 15,000 members, including librarians, archivists, information specialists, and others working in the field.

- CILIP's mission is "to inspire, influence, and enable our members, partners, and stakeholders to harness the power of information for the benefit of society."

- CILIP accredits library and information science programs in the U.K. to ensure they meet high standards.

- CILIP offers a range of qualifications, courses, and training to support the professional development of its members.

- CILIP publishes Library & Information Update, a monthly magazine covering current issues in the field.

- CILIP advocates on behalf of the profession with the government, funders, and other stakeholders.

- Members of CILIP can use the "Chartered Librarian" or "Chartered Information Professional" post-nominal letters.

Library educators and librarians have been pioneers and persistent in pursuing access to professional organizations and participation in those organizations. They have been guides and examples for many people, and they have made significant contributions to the academic history of the librarian profession (Dawson,2000; Alhamad, 2023). It is possible to consider public libraries in and of themselves to be secure areas for civic engagement and public discourse. They are drawing on the conclusion that the public Library, as a physical place, represents the public domain. These public spaces will continue to serve as "settings" for discussion, exercising rights as citizens, and a community gathering place for people of varying backgrounds (Gibson et al.,2017). The librarian profession is complicated by many layers of perceptions, the most prominent of which are those regarding gender, race, and sexuality. Although these facets do not always come up in research on academic librarians, they do in research on general perceptions. Several academics have pointed out that the lower social recognition and pay that librarians receive is a direct result of the profession's Association with women and its emphasis on providing a service (Christiansen, Stombler, & Thaxton, 2004; Gaines, 2014; Fagan, Ostermiller, Price, & Sapp, 2021).

Injustice in the workplace can be defined as any form of discrimination, harassment, abuse, or bullying that occurs in the workplace. How these injustices, such as bullying that is typically unwitting, can have different effects on workers who are socially disadvantaged in different ways. Workplace injustice may perpetuate on either an individual or an institutional level. (Okechukwu, Souza, Davis& De Castro,2014). The more comprehensive body of research that has been done on stress and health has uncovered connections between encounters with discrimination and harassment and unfavorable outcomes for one's health. Injustice in the workplace has been shown to correlate directly with three different kinds of outcomes: psychological and physical health, healthy behaviors, and work outcomes. Studies have shown that workplace injustice can affect workers' health in various ways, including its influence on workers' family lives and the outcomes of their jobs. (Okechukwu, Souza, Davis& De Castro,2014). Much research has been done in librarianship on the subject of race in relation to libraries. It is essential to recognize the role that libraries can serve within their communities, and this is especially important in light of the current political climate, which is characterized by white nationalism, police brutality, hate speech, and fake news. Today's Libraries uphold a stringent code of ethics by adhering to the principle that everyone should have free access to a secure location, information, and resources (Frisch, 2019; Alalwani, ALhamad, & Eneizan, 2021).

We concluded that racial and gender dynamics play significant parts in the history literature of libraries in the United States. This year also saw an increase in the histories of African Americans in librarianship, along with structural racism built into libraries. The number of biographies and writings about race saw a significant increase in the year 1998. Many of these works focused on women of color, such as de la Pea McCook's Women of Color in Librarianship. Writings concerning race also saw a significant increase in 1998.

Libraries and librarianship have benefited from vocational awe; however, the reality is that libraries operate within racist societies, frameworks, systems, and histories, which undoubtedly have impacted the profession's past and present. Without critical examination and intentional action, the harmful effects of systematic racism, oppression, and white supremacy will continue to negatively impact our future (Jones, Mani, Carlson, Welker, Cawley& Yu, 2022).

Forces both inside and outside of workplaces can result in the mistreatment of workers (individually or as a group) through unfair practices (Jones, 2000; Turney, 2003; Hodson et al., 2006 & Lopez et al., 2009; Okechukwu, Souza, Davis& De Castro, 2014). These power imbalances reflect the power dynamics that have existed in society throughout history as well as those that exist today. Discrimination in the workplace refers to actions taken by organizations and individuals working within those organizations to establish unequal terms and conditions that systematically hinder the ability of members of a group to perform their jobs. Beliefs about the inadequacy of a disadvantaged outgroup compared to a dominant group are frequently the driving force behind such behavior. Racism, also known as discrimination based on race, justifies the mistreatment and dominance of members of a particular racial or ethnic group due to beliefs of their genetic and cultural inferiority; in addition, racism carries a history of societal power relationships between races. It is also possible for members of the same disadvantaged group to discriminate against one another (Williams, 1997; Roberts et al., 2004; Okechukwu, Souza, Davis & De Castro,2014). Indigenous Australians, who make up about 2.4 percent of the total population of Australia, are at a disadvantage in a variety of social, economic, and health indicators compared to other Australians. These disadvantages include being subjected to racism in all aspects of modern Australian society (Paradies, 2005; Hamraaia, ALhamad, Eneizan, & Al-salaymeh, 2021). Graham published A Right to Read: Segregation and Civil Rights in Alabama's Public Libraries, 1900–1965 in 2002. This book questions the roles of the Library and librarian in an intolerant and fearful society, and it argues that librarians in Alabama's public libraries historically became deeply embroiled in issues surrounding race. Graham notes, "One of the most heated debates among library history scholars has been over the public libraries designed as instruments of social cohesion." It is possible that the development of segregated public libraries in the South, which offered covert support for a culture of white supremacy, is the best example of this phenomenon in American libraries (Alhamad, Aljanabi, & Almaali, 2022).

Regrettably, many librarians work within political and organizational structures that do not emphasize active anti-racism work as one of their fundamental principles and values. The concept of the Library as an impartial party places limitations on the amount of work that must be done in order to provide indeed communities that are coping with crises or social unrest with responsive, equitable, and inclusive access to information, the development of skills, community conversations; and other library services. Some examples of these skills include using social media; creating information; data and media literacy; and literacy in general (Gibson et al., 2017; Alhamad, Junoh, & Salha, 2019). If libraries ignore the experiences of their patrons and fail to acknowledge that unintentional racism in the system may be the root cause of patron disengagement, they run the risk of losing future users for the rest

of their lives (Matthews, 2020). The struggles that public libraries are currently going through are emblematic of the giant fight to preserve civic life, social order, and even the environment. It is up to the discretion of each librarian as to the extent to which he will advocate for the institution's principles of human rights. Although library managers may sometimes be complicit in human rights violations, frontline librarians can take a stand for Shuja. It is time to end the myth of the "neutral" librarian, and we should emphasize that it is the job of the social librarian to ensure people have access to accurate information (McCook & Phenix, 2007).

In recent years, discussions about racism and anti-racism have become increasingly prevalent in academic and public spheres. Even though racism is a pervasive problem, its manifestations vary from country to country and community to community. In response, various anti-racism initiatives have been implemented. Racism is alive and well and continues to develop and adapt, posing challenges to racial justice and equity. This is the case despite the historical achievements of movements that fought against racial oppression. Alongside this development, anti-racism activism and academic research have progressed considerably over the past ten years, focusing their attention on many spheres of everyday life. On the other hand, antiracism continues to occupy an overwhelmingly marginal position and is frequently symbolic within organizations (Elias, Ben & Hiruy, 2023).

RACISM AND DISCRIMINATION

Racism and other forms of systematic discrimination are ingrained in society. According to the findings of previous researchers, discrimination can be defined as denying individuals equal treatment because of their membership in a group (Allport, 1954; Triana, Jayasinghe & Pieper, 2015). When we talk about race, we refer to the social category of racial and ethnic background (as opposed to genetic or biological categories; Gilroy, 1998; U.S. Census Bureau, 2008).

Ideologies that promoted a hierarchy based on a person's skin color and other biological characteristics were the historical origin of racism and can be traced back to the seventeenth century. Racialization is a term that refers to the social and political processes by which race, which is a nonsensical term without a biological basis, is socially constructed, ascribed particular meanings and value, shifting across context and time, and applied to specific groups of people who are racialized as the other. Racialization occurs when the term "race" is applied to specific groups of people who are racialized as the "other." Racialization is the implementation of an ideology, which results in the formation, legitimization, and reproduction of structural racism (Patel, 2022).

According to Jones (2002), the definition of *racism* is a system that structures opportunity and assigns value based on phenotype (race), which unfairly disadvantages some individuals and communities while unfairly benefiting other individuals and communities. In other words, racism is a form of structural discrimination. Racism inhibits our society's ability to realize its full potential as a collective and diminishes the amount of talented human resources   available.
It is considered discrimination when a hostile working environment is created due to harassment or when members of a protected class are adversely affected regarding their ability to perform their jobs or the terms and conditions under which they are employed. Workers in the United States are protected from discrimination based on age, race, color, national origin, religion, disability, and gender (Rospenda, Richman & Shannon, 2009). Most white and black people in the United States do not have any close friends who are not of their own race (Cox et al., 2016; Gibson et al., 2017).

When attempting to define racism, it is helpful to consider it a form of oppression that coexists in a dialectical relationship with anti-racism. This relationship can be seen as a dialectic. Both of these phenomena are mutually constitutive and can be located under the rubric of racialization. Racialization is a social system through which people are divided into "races," with power being unevenly distributed (or produced) based on these racial classifications. Both of these phenomena can be located under the rubric of racialization. Racialization occurs when attitudes, beliefs, behaviors, laws, norms, and practices reinforce or counteract societal power imbalances. In this way, racism can be understood as a form of racialization that works by increasing power differentials, either by disadvantaging subordinate racial groups or favoring dominant racial groups (Paradies, 2005).

Appropriate Space in Academic Libraries To participate in antiracist justice, we are reorganizing antiracist libraries, values, and practices (Brook et al., 2015). In the United States, the vast majority of people of both white and black backgrounds do not have personal relationships with people of other racial groups (Gibson et al., 2017). The twentieth century witnessed many instances of racial hatred and dominance, ethnic exclusion and marginalization, wars fought, conquests made, and genocides undertaken, all in the name of "blood" and "kin." Whether or not the twenty-first century suffers the same fate as the twentieth depends on the strength of the forces that fight against the development and dissemination of racist attitudes and practices. In other words, it is dependent on the lack of racism. The fact that, over the past few years, a certain complacency has grown around issues of race and racism has not helped the prospects of success (Bonnett, 2005).

ISSUES OF RACISM IN LIBRARIES

Whiteness historically scaffolds racism and is institutionalized in every aspect of organizations, including policies, structures, and practices (Patel, 2022).

- Collection bias: Library collections often underrepresent the perspectives and experiences of people of color. Subject headings and classification schemes can be problematic (Hathcock, 2015).

- Lack of diversity in staff and leadership: People of color are underrepresented in library jobs, especially in management and decision-making roles (Gibson et al., 2017).

- Unequal access to services: Communities of color may face barriers to using library resources due to location, overdue fines, registration requirements, limited language access, etc (Brook et al., 2015).

- Racial disparities in usage and outcomes: Data shows that people of color underutilize library services at higher rates and have fewer positive experiences and outcomes (Brook et al., 2015)

- Implicit bias: Librarians and library staff, like all people, hold unconscious biases that can disadvantage patrons of color (Gibson et al., 2017).

- Lack of cultural competence: Many librarians have not been adequately trained to serve diverse populations in an inclusive, antiracist manner (Hathcock, 2015).

The process by which groups are organized into racial subgroupings based on cultural, historical, geographic, and economic factors is referred to as "**racial formation,**" the term is used to describe this process. Racialized groups each have unique social experiences, stigmas, and stereotypes, and they are subjected to racism in various ways and to varying degrees (Omi & Winant, 1994; Brook et al., 2015).

In contrast, **anti-racism** is "the active process of identifying and challenging racism, through changing systems, organizational structures, policies and practices, and attitudes to redistribute power fairly," according to the Oxford Dictionary of Sociology. Anti-racism frameworks have been developed in the context of post-secondary education by several organizations, such as the National Association of Chief Diversity Officers in Higher Education and the World Economic Forum, using Columbia University as an example. These frameworks aim to assist universities in identifying and addressing interrelated patterns of discrimination (Smith, Banks, Istrate, Davis, Johnson, & West, 2022).

ANTIRACIST STRATEGIES

Antiracist advocacy and practice are that which is necessary for making progress toward the objective of the complete elimination of racism across the globe. Our conception of what it means to be "antiracist" encompasses, among other things: (a) support for affirmative action for underrepresented racial groups; (b) support for the prohibition of hate speech and the de-platforming of racists; (c) support for reparations for victims of historical racism; and (d) support for decentering Whiteness through the application of critical race theory. In the following paragraphs, we will briefly discuss each of these strategies (Furner, Ibekwe& Birdi, 2022).

AFFIRMATIVE ACTION

Affirmative action refers to any measure that assigns resources, such as admission to highly selective universities or professional schools, jobs, promotions, public contracts, business loans, or rights to buy, sell, or use land, based on a procedure that takes into account an individual's membership in an underrepresented group. Its goal is to increase the proportion of people from those groups who are part of the labor force, entrepreneurial class, or student population from which they have been excluded in the past due to state-sanctioned oppression or in the present due to societal discrimination. Its purpose is to increase the proportion of people from those groups who are part of the labor force, entrepreneurial class, or student population from which they have been excluded (Furner et al., 2022).

HATE SPEECH BANS

In the United States, the law protecting the First Amendment does not include "hate speech" on its list of categories of expression that the Constitution does not protect. However, many other nations, including liberal democracies, have laws prohibiting the expression of hate speech. For instance, in German law, the fundamental right to dignity takes precedence over all other rights, including the right to free expression, and speech that 'assaults the human dignity' of others is considered a criminal offense. An entire arsenal of laws on the freedom of the press in France includes laws that aim to outlaw discrimination. One of these laws states that "discrimination, hatred or violence against a person or group of persons because of their origin or their membership or non-membership of a particular ethnic group, nation, race or religion" will not be tolerated. Other laws in this arsenal of laws on the freedom of the press aim to protect the rights of journalists (Shera, 1967; Furner et al., 2022).

REPARATIONS

Restitution, compensation for harm, and rehabilitation of the victim's mind, body, and status are some of the forms of reparations that victims of violations of international human rights law are entitled to receive. "symbolic gestures such as an official apology or the erection of a monument, legal actions such as the restoration of rights or exoneration of a conviction, or material compensation such as direct payments to victims or their descendants, restoration of property, or payments to funds or assistance programs" are examples of the types of actions that could fall under this category (Magarrell, 2007; Robinson-Sweet, 2018; Furner, Ibekwe& Birdi, 2022).

DECENTERING WHITENESS

According to Jennings and Kinzer (2021), the term "whiteness" can be defined not only in terms of race but also in terms of "the structure in America that systematically benefits people living as white." "Whiteness is still the norm in librarianship," according to Jennings and Kinzer. (Citation needed), Their article demonstrates how antiracist action can be used to dismantle or decenter Whiteness in Library and information science (LIS). This action aims to bring about systemic change, with the ultimate goal of "fostering an environment conducive to retention, meaningful inclusion, and agency for library workers."

Critical Race Theory (**CRT**), which emphasizes institutional racism, to discrimination within academic libraries. The response to the question of the most effective way to deal with issues of racism and diversity varies depending on who is asked the question. In addition, critical theory must fulfill the following three requirements: "It must explain what is wrong with current social reality, identify the actors to change it, and provide both clear norms for criticism and achievable, practical goals for social transformation." As a result, critical theory has the potential to be an effective tool for promoting diversity, combating structural racism, and putting an end to discrimination. (Pew, 2021; Bohman, 2005; Lang, 2022).

BYSTANDER ANTI-RACISM

An example of anti-racism behavior is bystander anti-racism. As a result of its meteoric rise in popularity over the past few years, it is an excellent topic on which to base education in information literacy. Bystander anti-racism works toward changing social norms toward intolerance of everyday racism as its primary objective. It gives the impression of displacing race and posing a challenge to racism. The issue with the bystander anti-racism approach is that it labels racist acts as "deviant," which is another way of saying "casual racism." It does not deal with the more fundamental injustices or end the dominance or supremacy of white people. In addition, bystander anti-racism is considered an overreaction when carried out by a member of the same ethnic group as the person who is the target of racism. As a result, it tends to reinforce or center whiteness within anti-racism and continues the property interest in Whiteness; that is, white skin and white identity are economically valuable and economically.

Protests have occurred in various parts of the world over the past two years, drawing attention to discrimination against Blacks, Indigenous Peoples, and People of Color (Borch et al., 2021). The demonstrations in response to the COVID-19 pandemic brought about a significant change in the organizations and establishments that are the building blocks of our society's framework. As nations struggle to face their complicated histories of racial discrimination, prominent social institutions like the church and higher education have a unique responsibility to eradicate racism within their systems. This work of pairing people up can start with self-reflection, which can lead to action and, ultimately, to a change in policy for the sake of continuity and a positive effect. Academic libraries are responsible for working with their organizations to assist in bringing about these positive changes. The work done in this regard will assist in demonstrating the value and importance of academic library services to organizations (Lang, 2022). Living Libraries' operation is predicated on several seemingly apparent values. These values include the belief that contact between groups and individuals will reduce prejudice and stereotyping and that social conflict or fear of difference can be addressed through techniques such as storytelling, dialogue, or conversation. In the organization of Living Libraries, as well as in a wide variety of community relations strategies such as cultural awareness workshops, interfaith dialogues, and reconciliation circles, it is common practice to take these assumptions as givens and proceed accordingly (Dreher & Mowbray 2012). Libraries have historically played an essential role in providing equitable access to information and promoting social justice. However, like other institutions, libraries have also been complicit in perpetuating systemic racism and discrimination. There has been a growing movement within librarianship towards antiracist practices and policies in recent years.

SOME KEY ASPECTS OF ANTIRACISM IN LIBRARIES INCLUDE

Historically, libraries have perpetuated systemic racism through exclusionary policies, biased collections that ignored or stereotyped minority groups, and a lack of diversity among staff (Hathcock, 2015). Many public libraries had segregated facilities or restricted access for non-white patrons. Libraries have traditionally promoted an image of themselves as "neutral" institutions, but this ignores how "neutral" policies and practices can reinforce racial inequities (Hudson, 2017). The American Library Association has publicly supported various causes related to human rights. On June 18, 1948, the Library Bill of Rights, also known as the LBR, was approved by the Council in its current form. The Library Bill of Rights was revised in 1961 to include civil rights to ensure that library access is not denied based on factors such as a person's race, religion, national origin, or political views. The American Legal Association (ALA) reaffirmed these rights for people of all ages in 1980 and 1996. "A person's right to use a library should not be denied or abridged because of origin, age, background, or views," it says in the final section on access in The Library Bill of Rights (LBR) (McCook & Phenix, 2007). Libraries are working to become more inclusive by diversifying collections, hiring a more representative staff, providing anti-bias training, and examining policies through an equity lens (Gibson et al., 2017). However, meaningful change requires a commitment to antiracism at an institutional level. ALA's Core Values Statement: A well-informed citizenry is essential to the functioning of a democracy. The right to receive the constitutionally protected expression of others is a corollary right guaranteed to all people by the First Amendment, which mandates that all people have the right to express themselves freely. Everyone in the community that the Library serves has free and equal access to the information housed in the Library because it is supported by public funds (McCook & Phenix, 2007). Ongoing self-reflection, transparency about past wrongdoings, and a willingness to challenge the status quo are essential for libraries to become antiracist institutions (Hudson, 2017).

Since establishing the modern public Library in the United States, librarianship has struggled to find a consistent stance against racial injustice. Instead, libraries have clung to a colorblind philosophy of neutrality that has allowed for disengagement from communities of color. This is problematic. The industry has been trying to become more responsive to these issues for the past thirty to forty years (Tucker, 1998; Gibson et al.,2017). Every librarian profiled for this article was a trailblazer in their field and worked in either the western United States or Hawaii. Several of the librarians who were considered for this article were involved in the fight against racial discrimination in their field and society as a whole. These librarians were members of both professional and national civil rights organizations, such as the California Librarians Black Caucus.

PRACTICING ANTIRACISM IN THE LIBRARY WORKPLACE

It involves a concerted effort to dismantle the structures and policies that maintain racial inequality. It is necessary to commit to equity and justice, which goes beyond simply promoting diversity through inclusion initiatives. Some critical aspects of antiracism in the workplace include:

- Investigating potential bias in the selection of applicants and those chosen for promotion. Ensuring that decisions regarding hiring, promotions, and questions asked during interviews are fair and equitable (DiAngelo, 2018).

- It conducts training sessions for each employee that address issues of bias and racism. Staff training on microaggressions, white privilege, and systemic racism, as well as instruction on influential allies (Kendi, 2019).

- Being open and honest about wage disparities. Analyzing and making public pay differences that can be attributed to racial or gender discrimination (Kendi, 2019).

- They are putting leaders on the spot for their actions. It should be mandatory for leaders to establish diversity goals, and executive pay should be tied to how well those goals are being met (DiAngelo, 2018).

In summary, antiracism in the workplace requires intentionality, transparency, accountability, and a willingness to confront hard truths and make meaningful changes. However, the benefits of a truly equitable and just work culture are well worth the effort.

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ANTI-RACISM IN THE LIBRARY WORKPLACE

It creates an environment that opposes racism and promotes diversity, equity, and inclusion. This can be achieved through various strategies:

- *Hiring Practices:* Libraries should strive for a diverse workforce that reflects their communities. This includes hiring staff from different racial and ethnic backgrounds. Libraries should also ensure that hiring practices are fair and unbiased (Galvan, 2015).

- *Training and Education:* Libraries should provide regular anti-racism training for all staff. This can help employees understand the impact of racism and learn strategies to combat it. Libraries should also promote ongoing learning about diversity, equity, and inclusion (Hathcock, 2015).

- *Policies and Procedures*: Libraries should have clear policies prohibiting racism and discrimination. These policies should be regularly reviewed and updated to ensure they are effective. Libraries should also have procedures in place for reporting and addressing incidents of racism (Vinopal, 2016).

- *Inclusive Environment:* Libraries should strive to create an inclusive environment where all staff feel valued and respected. This includes recognizing and celebrating cultural diversity and ensuring that all staff have equal opportunities for advancement (Jaeger et al., 2011).

- *Community Engagement:* Libraries should engage with their communities to understand their needs and concerns related to racism. This can help libraries develop programs and services that address these issues and promote social justice (Samek, 2014).

Genuine solidarity and participation are essential in the fight against racism; declarations of allyship and good intentions are not enough. Anti-racism is still a collective necessity; it is the business of everyone and the collective responsibility of all. It requires a collective drive for change and a commitment over a long period, which requires courage, humility, and stamina on the part of those involved. The process of institutionalizing antiracist praxis is intended to take time, and it is intended to be laborious work; after all, the empire was not built in a day (Patel,2022).

WAYS TO PROMOTE ANTI-RACISM IN THE LIBRARY WORKPLACE

- *Examine collections and resources for bias—a*udit materials for racist, stereotypical, or exclusionary content. Remove or re-contextualize problematic items. Acquire works by authors from diverse backgrounds (Hathcock, 2015)

- *Provide anti-bias and anti-racism training for staff.* Educate library workers on issues like white privilege, microaggressions, implicit bias, and systemic racism. Train them to recognize and address racist behaviors and policies (Gibson et al., 2017).

- *Host programs and exhibits that explore racial justice issues.* Offer discussions, speakers, and resources on racial inequality, civil rights history, and racial bias in policing—partner with local racial justice organizations (Schlesselman-Tarango, 2017).

- *Make physical spaces more welcoming and inclusive.* Remove barriers that may make minority patrons feel unwelcome or surveilled. Use signage, art, and displays that reflect diverse communities (Brook et al., 2015).

- ***Develop collections that support anti-racism work.*** Acquire books, films, and other materials focused on racial justice, civil rights, anti-bias education, diversity, and inclusion. Highlight these resources in displays and reading lists (Hons,2020).

- ***Advocate for equity and inclusion in the community.*** Speak out against racism and racial injustice—partner with local organizations working to advance racial equity. Offer library spaces, resources, and expertise to support their efforts. (Gibson et al., 2017).

Anti-racism practices must be institutionalized in organizations, which requires everyone's participation and incurs expenses. It is essential to use multiple structures and forums simultaneously to support senior management and all staff in reflecting on the different meanings the change (or lack of change) has for staff and its implications for staff relationships. This should take place simultaneously. It is, therefore, a process of accompanying organizations as they develop their collaborative potential to hear diverse and intersectional experiences and views within the same organization; and as they understand the processes of racialization and Whiteness in the making, including in decisions to disband, pause, delay, or halt the change process. Consultation is, therefore, a process of hearing diverse and intersectional experiences and views within the same organization (Patel,2022).

Members of demographic minority groups are more likely to be victims of workplace injustice, and when exposed to workplace injustice, they suffer more adverse outcomes. This is compared to members of demographic majority groups, who are less likely to be victims of workplace injustice (Okechukwu, Souza, Davis& De Castro,2014). Scholars and practitioners in library science and information have made efforts in recent years to elevate the ideas of diversity and multiculturalism to more prominent positions within their respective professions. Beginning in the 1980s and continuing through the 1990s, these terms became popularized as part of an initiative to recruit more people of color into the profession of librarianship and to serve better the growing number of racial and ethnic minorities who use library services (Neely & Peterson, 2007; Brook, Ellenwood & Lazzaro,2015). As a profession that asserts social responsibility, public good, diversity, and democracy as its guiding principles (American Library Association, 2004), librarianship bears the ethical obligation to meet the community's requirements. Take, as an illustration, the phrase "the physical and social alienation of whites from people of color." White people spend much of their lives apart from people of color. When they arrive at the most diverse places of higher education, they cannot conceive of how to create a truly multicultural environment or even initiate honest communication and dialogue.

The acceptance of institutionalism as either unproblematic or unavoidable, which in turn maintains hostile racism When viewed in this context, the so-called "neutrality" of the policies and practices of the academic Library has started to denationalize the racial underpinnings of its operations (Brook et al.,2015). As evidenced by the American Library Association's (2019) "Core Values of Librarianship" statement, which locates the origin of this value in the 1930s, diversity has been a fundamental principle of the library field for a significant amount of time. According to the "Diversity Standards: Cultural Competency for Academic Libraries" published by the Association of College and Research Libraries (2012), "The standards are intended to emphasize the need and obligation to serve and advocate for racial and ethnically diverse constituencies." Even though Library has made diversity a central tenet of its mission (Hudson, 2017; Cook et al., 2016; Roberts and Noble, 2016; Brook et al., 2015; Chadley, 1992; Lang, 2022), in libraries, anti-racism and oppression work (like that done by Black Lives Matter) manifests in a way that is distinct from diversity work, even though diversity work is essential and has helped frame much organizational work in helpful ways. For librarianship to confront limitations to freedom of speech and informed citizenship (especially in Black communities), an active and critical approach to engaging with community needs that explicitly acknowledges the influences of social, cultural, financial, and political power on information access and behavior is necessary. This must be done to meet the community's needs (Ely & Thomas, 2001, Thomas & Ely, 1999; Gibson et al.,2017). In Library and Information Studies (LIS), questions of racialized power and difference are typically approached through the lens of diversity, the dominant conceptual framework. A strategy used in multiculturalism is primarily concerned with issues of representation (Hudson, 2017). Given her accomplishment, Dr. Carla D. Hayden made history when she was sworn in as the 14th Librarian of Congress on September 14, 2016. She was the first woman and African American to hold this position(Gibson, Counselor, Cooke, Dahlen, Lee, & Shorish, 2017).

ANTI-RACISM STRATEGIES THAT LIBRARIES CAN IMPLEMENT

With rising cases of brutality, gun violence, and racial injustice towards particularly the Black and AAPI (Asians, Asian Americans, Pacific Islanders) communities, racism is being recognized and declared as an emergency and public health threat. Diversity, equity, and antiracism are core to the Library and Information Science (Tang et al.,2021).

- Audit and diversify library collections to include more works by authors of color. Ensure subject headings and classification schemes do not reinforce systemic racism (Hathcock, 2015).

- Provide anti-racism training for all staff that covers topics like implicit bias, microaggressions, and privilege. Make training ongoing (Gibson et al., 2017).

- Review policies and procedures for racial bias or disparate impact, like overdue fines, registration requirements, and internet filters. Remove unfair barriers to access (Brook et al., 2015).

- Create dedicated sections and displays for books on racial justice, civil rights history, diversity, etc. Promote these resources (Hathcock, 2015).

- Speak out publicly against racism and racial injustice when issues arise locally. Use position to advocate for equity (Cooke, 2017).

- Diversify library leadership and management. Hire people of color for critical roles and positions of power (Hathcock, 2015).

- Collect and analyze race-based data on library usage, services, programs, and staffing. Identify and address inequities (Brook et al., 2015).

CONCLUSION

In a nutshell, in this day and age of the Internet, it is of the utmost importance to strengthen the building of informatics for library management to enhance both the quantity and quality of library services. Libraries must transform and innovate their service philosophy, expand their service functions, use modern advanced technology, and innovate and reform library management information resources because the social background is full of pressure and competition. Additionally, librarians are required to improve their level of literacy overall continuously. They have, adhering to the modern service philosophy, mastered modern information management technology and applied it flexibly to library management to effectively improve its information level and promote the excellent development of solutions. This was done to effectively improve library management's information level and promote solutions' good development. (Chen, 2020). Because many library employees have daily decision-making power over at least some of these spatial practices, those workers will likely reproduce monocultural spaces if they do not have a critical antiracist spatial consciousness. Academic library spaces can be transformed into ones that better reflect and support the work and contributions of communities of color that those spaces should serve by first gaining knowledge about the communities that those spaces should serve, precisely what their requirements, histories, and experiences are, and then including members of those communities in the decision-making processes regarding library spaces.

Library workers can create spatial responsiveness by understanding marginalized students' studying routines, architectural preferences, and ideal learning environments, as well as by taking an active interest in the ongoing transformation and change of library spaces. To accomplish this, however, it will be necessary for them to give up the idea that they have complete control over the space and instead give students, faculty, and community members the authority to take ownership of academic libraries and use them as locations where social justice can be achieved (Brook et al.,2015). As a first step toward appreciating the significance of multicultural identities in the lives of the people they work with and serve, librarians and library staff must understand their personal and cultural values and beliefs (Hudson,2017). Instead, the purpose of public libraries is "to enable, facilitate, and empower individuals and communities" with the resources necessary to improve social conditions and economic inequality. This is the raison d'être of public libraries. In order to accomplish this goal, public libraries must provide programs and services that are catered to "the people who need them the most and use them the least." This will help public libraries better support democracy, social justice, and equity (Matthews, 2020). Anti-racism is a position that takes a stand against white supremacy and the effects that white supremacy has on systemic racism. It is not merely a declaration that one is opposed to racism; it is an activist stance that commits to bringing about change (Patel, 2022).

Interventions that are effective in combating racism must include the audience's participation and opportunities for honest and open discourse. This combination – and the belief in personal experience as a basis for broader social change that underpins it – is evident in the emphasis on storytelling typical of Living Libraries. Antiracism workshops typically combine the 'contact hypothesis' and the 'personal-is-political' strategy deployed by new social movements and popular education. Many antiracism strategies that center on interpersonal encounters are founded on a belief in communicative contact, which is either a combination of contact theory and the connections that have been made between conversation and cosmopolitan societies that are successful (Srivastava and Francis,2008; Garbutt, 2008; Dreher& Mowbray, 2012).

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