



Ann Arbor, Michigan

DIRECTOR, WILLIAM L. CLEMENTS LIBRARY

LEADERSHIP PROFILE

January 7, 2019



The William L. Clements Library (founded 1923) on The University of Michigan's Central Campus

The University of Michigan invites nominations and applications for the position of Director of the William L. Clements Library, an internationally renowned collection of print and manuscript materials on the history of North America from the pre-Colonial period to 1900.

THE WILLIAM L. CLEMENTS LIBRARY

The library was founded in 1923 by Michigan industrialist William L. Clements, a Regent and alumnus of the University Michigan. Clements donated the funds for the library's striking neoclassical building, designed by noted Detroit architect Albert Kahn in the Italian Renaissance style, as well as his extraordinary collection of 20,000 rare books, 2,000 volumes of early newspapers, hundreds of significant maps, and important manuscripts, which included the papers of notable British and American statesmen and military leaders. Clements modeled his namesake on the John Carter Brown Library in Providence, Rhode Island and when given to the university, his library was immediately a premier research collection of American history from the sixteenth through the eighteenth century, with a focus on the Age of Discovery, Colonial Era, American Revolution, and Early Republic.

After nearly 100 years of subsequent collecting and curation, the Clements has grown to encompass some 300,000 items, extending chronologically up through the Civil War and the Progressive Era. The Clements has thus become a preeminent repository of primary source materials for the study of North America and the Caribbean. The collections strongly support research into the kaleidoscopic spectrum of the American experience, from Native cultures and the European encounter to state formation and nation building, maritime history, slavery and emancipation, the American Civil War and Reconstruction, African American life, immigration, religious movements, and women's history, among other topics.

Today, the Clements Library serves more than 650 researchers annually. These patrons include undergraduate students, graduate students, faculty, and scholars from around the world. Pulitzer Prize-winning historians, such as Claude Van Tyne, Carl Van Doren, David McCullough, and Elizabeth Fenn, have relied on Clements resources for their milestone works. The collections have also been critical for pioneering research into African American history, including the work of Benjamin Quarles, whose landmark 1961 book—*The Negro in the American Revolution*—helped reorient American history. More recently the Clements collections aided in the creation Rebecca Scott's 2012 *Freedom Papers: an Atlantic Odyssey in the Age of Emancipation* and Tiya Miles's 2017 book *The Dawn of Detroit: a Chronicle of Slavery and Freedom in the City of the Straits*.

While the library assists a broad range of students from more than 20 different University of Michigan departments, including American Culture, History, Women's Studies,

Musicology, Afroamerican and African Studies, Romance Languages and Literatures, and History of Art, as well as the Law School. In 2018, educational class sessions totaled 29 and reached over 575 UM students. Serving the general public is also a priority. In 2018, the library hosted twenty lectures and other events with over 1900 guests, as well as 25 tours for staff, faculty, donors, and the general public with attendance of over 600.



The Clements Library's Avenir Reading Room, renovated and reopened in 2016

THE COLLECTIONS

The library's collections spread across four divisions: Books, Manuscripts, Maps, and Graphics and are housed in 660 drawers and some 23,000 linear feet of shelf storage.

The Books Division contains 80,000 books, pamphlets, broadsides, and periodicals. Highlights include rare and unique books on the discovery and exploration of North America, colonial American imprints, and books and pamphlets on the American Revolution. The collection also includes books on African American history, education, Native American history, politics, religion, sermons and orations, slavery and anti-slavery, the West Indies, women's history, early printing, and the Civil War.

The Manuscripts Division cares for more than 2,700 collections of letters, documents, diaries, financial records, and other materials, primarily from 18th and 19th century North America. Strengths include Revolutionary War-era British-American colonial and military

history; the Civil War; 19th-century social and religious reform movements, especially abolition; African American and Native American history; women's history; education; naval and maritime history; health and medicine; travel; the culinary arts; and business and commerce.

The Maps Division holds 30,000 printed and manuscript maps and plans and around 600 atlases that document the expansion of geographical knowledge of the Americas from the 15th through 19th centuries, with an emphasis on North American military history, frontier expansion, and the history of cartography itself. These numbers do not include numerous maps found in the library's early printed books and manuscript collections. The map collection also supports scholarship in a broad range of topics including slavery, immigration, urban development, transportation, and utopian visions of America.

The Graphics Division currently holds 9,400 prints, 150,000 photographs, 10,000 printed ephemera, 150 works of original art, 15,000 pieces of sheet music, 500 coins and medals, and over 100 three dimensional objects. Dovetailing with the strengths in the other three divisions, these materials also provide resources for the study of American visual culture. Important themes in the collection include portraiture, caricature, urban scenes, iconic American landscapes, politics, race, Native American history, women's history, travel, entertainment, commerce, advertising, and military history.

Serving the four divisions and the library's overall mission, a full-time conservation department is devoted to the preservation, treatment, and preparation of appropriate storage for materials from all departments. The conservator is also the exhibit preparator, responsible for the handling, mounting, labeling, and arrangement of all library exhibits, following best practices protocols.

ORGANIZATIONAL STRUCTURE

The director of the Clements Library is an integral part of the university's academic leadership, tasked with ensuring the continued care and development of the library's rich collections, while engaging faculty and staff to inspire innovative approaches to research, teaching, and scholarly communication. As stipulated by the original Clements' gift, the library operates independently from the university library system, and the director reports to the Office of the Provost.

The director supervises a staff of some 20 full- and part-time professionals. The director works with the Clements Committee of Management (chaired by the University President and comprising the University Librarian, one faculty member, and two non-university members) to connect programs and initiatives with the rest of the university. The director is assisted in development work by the Clements Library Associates (currently numbering about 450), through a 30 to 35-member Board of Governors.

BUDGET

Funding for the Clements Library comes from two main sources: a general fund appropriation from the university is used primarily to support staff salaries and benefits, while donor funds are used largely for collection development, research fellowships, and public programming. In FY2018, the university provided \$1.6 million in general funds, while the library received \$900,000 in donor contributions. The library presently has an endowment of \$13 million in 49 restricted and unrestricted endowment funds. Its three-member Development and Communications Department works in conjunction with the University of Michigan's central development office to convert admirers into donors, many of whom become part of the Clements Library Associates group. Such relationships lead to gifts-in-kind, planned gifts, and leadership gifts. Library communications seek to promote the visibility of the Clements through Facebook, Twitter, a monthly e-newsletter, strategic advertising, as well as a plethora of printed materials including periodic monographs and a bi-annual magazine *The Quarto*. It organizes a robust slate of events including lectures, tours, regional events, and special collaborative programming.

LEADERSHIP HISTORY

The Clements Library has had just four directors in the nearly 100 years since its founding in 1923. The first, Randolph G. Adams (1923–51), transformed William L. Clements' private collection into a true research library with an international reputation. The second director, Howard H. Peckham (1951–77), greatly expanded the library's colonial and revolutionary collections, acquiring important manuscripts from the early national and antebellum periods, and broadened the scope of the collections to include American music, architecture, literature, and the history of indigenous religious movements. He further redefined the Clements as an active center for historical research at all levels. The Clements' third director, John C. Dann (1977–2007), developed the library's collections in social history and American popular and visual culture; he added the Graphics Division and greatly expanded the collection's Civil War materials.

Serving as director since November 2008, J. Kevin Graffagnino led the first major building renovation of the Clements Library since its founding. Aided by a meticulous logistic plan developed by staff, this ambitious \$17 million undertaking relocated the collections and library operations to an off-campus site, where it remained open to readers from 2014 to 2016. Renovations included a new 3,000-square-foot underground climate controlled secure collection storage area beneath the library's side lawn; an expanded and up-to-date conservation lab; a digitization lab; curatorial offices and material processing space on the lower level; a dedicated space for small lectures and presentations; and the relocation of the reading room to the main floor, along with extensive security and infrastructure updates. The project was funded in part by the university (\$10 million), with the remainder raised by the Clements Library. Indeed, increased fundraising to support

the library has been another achievement of the past decade: facilitated by the addition of the development and communications department, the Clements Library endowment has grown from \$6.5 million in 2008 to more than \$13 million in 2018. Graffagnino's other accomplishments include building and retaining a superb curatorial staff, launching the digitizing of the collections, and coordinating collection development with other libraries on campus.

DIVERSITY, EQUITY, AND INCLUSION

As an institution specializing in early American history and culture, the Clements Library is committed to actively recognizing, recovering, and supporting underrepresented voices from the past and in the present throughout the library's collections, community, and operations. This commitment has a significant bearing on the library's collections policy, access systems, staffing, outreach, public exhibits, programs, and collaborations with the university's faculty and students. As part of the university's five-year initiative to increase diversity, equity, and inclusion on campus, the library has developed a DEI plan that includes increasing diversity in the library's staff and board, promoting teaching that uses materials related to underrepresented populations, increasing the visibility of the library's collections on diverse topics, cultivating a welcoming climate, offering public events and exhibits on DEI topics, and improving access to the library's collections, website, and events for people with disabilities or impairments. Editing finding aids and exhibit texts with greater cultural sensitivity has also been an ongoing project. A particularly successful recent initiative has been a set of student DEI internships; enthusiastic UM students have worked to improve processing and identification of library resources and the creation of subject guides highlighting topics connected to diversity, equity, and inclusion.

OPPORTUNITIES AND CHALLENGES FOR THE NEW DIRECTOR

As the Clements Library approaches its centennial, it is well positioned to increase its scholarly impact by connecting with and supporting a broader range of researchers than ever before. With a stunningly renovated building; an experienced, dedicated, and strongly collaborative staff team; and the most robust endowment in its history, the Clements Library is ready to welcome its fifth director. Major goals for the director, and the library, are expected to include the following:

Increase national visibility and engagement. Many of the resources and programs of the Clements justify increased attention at a national, if not global level. The library has long attracted scholars from across the country and around the world and has frequently supported exhibitions at major museums, nationally as well as on the campus of the University of Michigan. Untapped potential exists to expand the status and reach of the institution, increase its endowments, and offer exceptional educational opportunities for Michigan students and others through nationwide outreach.

Increase university-wide visibility and engagement. The Clements has long supported engaged learning and teaching with primary source materials as well as collaborative teaching programs and exhibits by stimulating and supporting the research of undergraduate and graduate students across the university. These connections could be deeper and broader, reflected in the library's hopes to be more visible and better known on campus. Faculty in a broad array of academic departments would welcome stronger connections with the Clements Library and its entire staff to support their teaching and research. The university and the library share the desire for more extensive interconnection and collaboration.

Expand the functions of the library to increase access to its collections. In order to attract a broad range of scholars and researchers, the library needs both an outstanding collection and continued excellent access to that collection through thoroughly researched cataloging. To optimize the potential for wider access to the collection, the library takes advantage of both technology portals and direct first-hand encounters with material in its reading room—a powerful experience that remains at the core of the Clements' mission. A major digitization effort has already begun and will need to be strategically expanded. Similarly, corollary functions such as digital cataloging and metadata creation likewise will be necessary to keep up with new and emergent demands. Opportunities may exist to expand existing collaborations on such functions and activities with other UM libraries and even teaching units.

Secure support for staff and ensure adequate staffing. The library staff form an efficient, experienced, and collaborative team but the rapid expansion of programs has stretched their capacity. The very aspirations of the university and the library that are so exciting to everyone are pulling staff into new and demanding activities, even as they must fulfill their primary responsibilities of cataloging, conservation, and curation. Secure funding for all positions and the capacity to retain staff are crucial elements of the library's ability to meet its goals. In addition, the Clements recognizes the value of enabling staff to develop national and international relationships and enhance their own skills, by attending professional conferences for example, that will further reinforce the off-campus visibility of the library.

Grow the library's endowment. With only two sources of revenue, the Clements Library needs an articulate and compelling director able to make the necessary connections within the university and with major donors to secure the funding it will need to thrive. The many aspirations of the Clements rest on this strategy for growth. Fortunately, the new director will inherit strong momentum in an established development department and a growing set of generous supporters. The cultivation of significant major donors, however, takes time, attention, and imagination, connecting the resources and activities of the Clements Library with the interests and desires of capable individuals and foundations.

Undertake a strategic planning initiative. To meet the ambitious goals outlined above, the Clements Library may well benefit from the collaborative development of a strategic plan that embraces its varied constituencies and functions: from collection development, staffing, and budget to expanded access to fundraising and outreach, especially within the framework of its commitment to diversity, equity, and inclusion.

QUALIFICATIONS OF THE DIRECTOR

The successful candidate will be an administrative and intellectual leader with a strong background in a discipline relevant to some aspect(s) of the Clements' collections in their broadest sense—including American History, African American studies, gender studies, Native American history, Atlantic studies, or related fields in architecture, literature, science, or the arts. Additional qualifications should include, but are not limited to:

- A sophisticated understanding of the functions, practices, and responsibilities of libraries of specialized materials, and of the opportunities and challenges they present for research and teaching;
- Demonstrable success in and enthusiasm for fundraising and development;
- Expertise in financial management and collection growth;
- Talent and enthusiasm for engaging in the intellectual life of the campus, fostering collaboration with academic departments and colleagues in other libraries;
- The ability to educate broader publics about the resources of the Clements Library and their relevance to contemporary issues;
- Experience and skill in staff leadership and professional development, with a strong commitment to inclusive decision making and collaborative problem solving combined with concern for staff morale and well-being;
- The ability to represent the library compellingly, both orally and in writing, to external audiences, from scholars to donors;
- Knowledge and imagination to embrace new opportunities and innovations in such areas as information technologies to further the library's reach and impact;
- A demonstrated commitment to diversity, equity, and inclusion and a vision for showcasing and strengthening the library's diversity with respect to personnel, workplace environment, campus and community networking, programming, and priorities for acquisition, cataloguing, and exhibits.

ABOUT THE UNIVERSITY OF MICHIGAN

The University of Michigan has a long and distinguished history. It was founded in 1817, 20 years before the territory became a state, and as such was one of the first public universities in the nation. Throughout its 200-year history, it has maintained the highest level of education, scholarship, and research.

In the late 19th and for most of the 20th century, the State of Michigan was one of the great engines of American prosperity, and the university prospered along with the state. The state could afford generous support and provided it. In a progressive reform, in the mid-19th century, the state made the university constitutionally separate from the rest of state government, with its own elected Regents. The university in turn embraced its public mission, the Regents supported academic distinction and independence, and the public embraced the university while students from within the state and around the room matriculated at its residential campus. Across the broad range of public institutions of higher learning, few have done as well.

The university has maintained its momentum in spite of reduced state resources. In the 1970s, the state of Michigan's capacity to support public institutions began a long, slow decline. A steep drop in state tax revenues in 2002 resulted in a 10% across-the-board cut in the university's budget, followed by another decade of reductions in state revenue. Although most public universities in the country have had to adapt to the new realities of state finance, the University of Michigan's wake-up call came earlier than most, and the university responded well, employing financial strategies that have enabled it to thrive and have in turn served as a model for other institutions.

At the same time, the university launched a series of carefully planned, long-term, large-scale cost savings initiatives that would produce annual 1–2% savings in efficiency, reliably and cumulatively, every year. Savings from efficiency were repurposed for strategic academic investment. The leadership focused on operational initiatives, such as large IT systems, space utilization, benefits costs, procurement, and administrative services. These efforts are now common in universities, but the University of Michigan's experience over a full decade ahead of others has resulted in a level of success that is widely recognized. Even during the 2008 recession and the difficult period in higher education that followed, the university had no faculty hiring freezes, no furloughs, and has awarded annual raises for staff and faculty. The university has continued to hire faculty and to add essential facilities for academic improvement. Today it is stronger, with reduced overhead, more faculty, lower costs, and greater distinction. The financial challenges for all public universities persist, but the University of Michigan has a history of rising to those challenges and is continuing to work diligently to do so.

In part due to a loyal and generous community of alumni, the university has also enjoyed tremendous fundraising success. In 2004—building on a long tradition—the university launched a \$2.5 billion capital campaign, competing at the level of the most ambitious universities in the country. That campaign closed at \$3.2 billion by 2008. On December 31, 2018, the university completed its Victors for Michigan Campaign. A total of over \$5 billion was donated, the first time a public university has raised that amount in a single campaign.

The University of Michigan’s fiscal year 2019 operating budget for the Ann Arbor campus is \$8.9 billion, including the General Fund, Michigan Medicine, and all other specialized funds. The endowment is currently at \$11.9 billion. The university employs over 7,000 faculty and enrolls approximately 46,700 students—30,300 undergraduates and 16,400 graduate students. It regularly ranks as first or second in the country in total research expenditures, which were nearly \$1.5 billion in 2017. Among national universities, *US News and World Report* regularly ranks University of Michigan in the top 25 schools by reputation for undergraduate teaching. The *Times Higher Education* magazine 2013 survey ranks the University of Michigan 21st among the world’s top 200 universities. The Center for World Class Universities at Shanghai Jiao Tong University (the Shanghai Index) ranked the University of Michigan 18th among the top 500 in 2018.

ABOUT ANN ARBOR

The vibrant and active city of Ann Arbor is consistently rated as one of the nation’s top college towns. In addition to its world-class university, Ann Arbor is home to many high-tech research companies and charming neighborhoods with a rich mix of cultures. Downtown Detroit—with its eclectic mix of entertainment and professional sports—is less than an hour’s drive away, and Detroit Metro Airport (DTW) offers a nearby gateway to the globe as it is a high-volume hub for Delta Airlines.

Although geographically small, the Ann Arbor area is perhaps most renowned for its cultural offerings and nightlife. It boasts a vibrant arts sector with renowned galleries, museums, and arts non-profits as well as theatrical and musical organizations, such as the Ann Arbor Symphony. The University Musical Society is among the top three or four university presenters in the nation and features 70–80 performances by world class artists each season, such as the Berlin Philharmonic, Ballet Preljocaj, and the Royal Shakespeare Company. From independent book stores and cutting-edge art exhibits to performances by local, regional, and international artists, there are abundant opportunities to enjoy arts and culture throughout the community. Every July, the award-winning Ann Arbor Art Fair transforms the campus and downtown into an art gallery featuring thousands of juried artists and drawing nearly 500,000 visitors. The Ann Arbor Summer Festival hosts a month-long schedule of performances, many of which are outdoors and free each June.

Ann Arbor and Washtenaw County provide a bounty of recreational settings in which to golf, hike, cycle, or canoe. In the warmer months, the area offers street festivals and outdoor fairs. There are nearly 300 restaurants within a 20-mile radius of Ann Arbor, with options ranging from traditional Italian bistros to trendy contemporary American restaurants.

Ann Arbor is a highly educated community of approximately 121,000 residents, nearly two-thirds of which have at least a bachelor’s degree. It regularly makes a wide range of “top ten” lists, rating everything from the happiest places to live and most intelligent cities

to the best educational offerings for kids and top communities for venture capital investment.

TO APPLY

Nominations and applications will be reviewed beginning January 7, 2019 and will be accepted until the position is filled. Individuals from underrepresented groups are encouraged to apply.

All inquiries, nominations, and applications should be submitted electronically and in confidence to the retained search consultants:

Alan Wichlei, Partner
Beverly Brady, Managing Associate
Heather Ray, Managing Search Coordinator
Isaacson, Miller, Inc.
www.imsearch.com/6879.
Telephone: (617) 262-6500.

More can be learned about the mission and resources of the William L. Clements Library at <http://www.clements.umich.edu>

The University of Michigan is an equal opportunity/affirmative action employer.