



Diversity, Equity and Inclusion Strategic Plan  
Five-Year Strategic Objectives, Measures and FY21 Actions

I. Diversity Equity and Inclusion Strategic Plan: Overview

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*Selected text from President's Diversity Charge:*

*At the University of Michigan, our dedication to academic excellence for the public good is inseparable from our commitment to diversity, equity, and inclusion. It is central to our mission as an educational institution to ensure that each member of our community has full opportunity to thrive in our environment, for we believe that diversity is key to individual flourishing, educational excellence and the advancement of knowledge.*

*Goals: Diversity, Equity and Inclusion:*

*Diversity: We commit to increasing diversity, which is expressed in myriad forms, including race and ethnicity, gender and gender identity, sexual orientation, socio-economic status, language, culture, national origin, religious commitments, age, (dis)ability status, and political perspective.*

*Equity: We commit to working actively to challenge and respond to bias, harassment, and discrimination. We are committed to a policy of equal opportunity for all persons and do not discriminate on the basis of race, color, national origin, age, marital status, sex, sexual orientation, gender identity, gender expression, disability, religion, height, weight, or veteran status.*

*Inclusion: We commit to pursuing deliberate efforts to ensure that our campus is a place where differences are welcomed, different perspectives are respectfully heard and where every individual feels a sense of belonging and inclusion. We know that by building a critical mass of diverse groups on campus and creating a vibrant climate of inclusiveness, we can more effectively leverage the resources of diversity to advance our collective capabilities.*

*Rationale: Mission, Vision, Values:* Established at the University of Michigan in 1923, the Clements is a premier research library for studying the American experience from 1492 to 1900. Dedicated to serving the students and scholars of the University and elsewhere who interpret and write the history of the Americas, the Library collects, preserves and makes available historical resources about the Americas, with particular strengths in 18<sup>th</sup> and 19<sup>th</sup> century American history—while serving as a hub for ongoing historical research and scholarly conversation. In keeping with the university's mission for diversity, equity and inclusion, the William L. Clements Library is committed to actively recognizing and supporting underrepresented voices throughout the Library's community, operations, and historical resources. This commitment has significant bearing on our collection policy, access systems, staffing, outreach, public exhibits and programs, and collaborations with the university's faculty and students.

*Implementation Summary:*

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Years One through Four of the Clements Library's DE&I implementation saw measurable progress in making resources related to DE&I more visible; expanding resources through newly targeted acquisition funds; enhancing scholarship with targeted fellowship funds for research projects relating to DE&I themes in American History; and with follow-up training and engagement activities underway. Years One and Two continued assessment through staff and patron surveys, but in years Three and Four we avoided survey fatigue by tabling surveys.

The library does continue to be challenged by the lack of diversity within the field of libraries and archives students and professionals, as well as an administrative capacity limited by a small permanent staff, but we are actively taking measures to counter these issues.

### Assessment and unit engagement activities

Year One of the Clements Library's DE&I implementation saw continuation of assessment activities featuring a town-hall session held jointly with the University Library, plus two constituency surveys conducted by the Advance Group, one of library staff, the other of library patrons. The results of both were generally very positive but did point to issues demanding action. Follow-up sessions with the entire library staff (facilitated discussions, unintentional bias and intercultural awareness training) occurred in Year Two. In Year Three the "internal communications" work group that was formed from Year One surveys, facilitated disability awareness and change it up training. The entire library staff has dedicated itself to participating in monthly conversations regarding accessibility. Topics are selected by staff volunteers to lead the conversation. We have discussed the Steve Robbins DE&I inclusion insights short videos, accessibility, and teaching race at historically white colleges/universities. Year Four continued with all staff participation in accessibility conversations including the UM disability inclusion panel discussion, as well as anti-racism resource sharing, and group webinars on these and other subjects.

### Programs launched

Scholarship related to DE&I was actively supported through new targeted fellowship programs, exhibits, lectures and public events, acquisition of research materials, and improved visibility of DE&I related research collections. Targeted funds for fellowships and acquisitions were established during Year One. New workflows for digitization and cataloging of DE&I relevant collections material were initiated. Designing new systems for tracking the relationships between acquisitions, fellowship programs, and scholarship has begun with the objective of encouraging scholarship on DE&I themes.

### *Year Four Highlights:*



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We did not have specific highlights during the transition year of a Director change and an Associate Director vacancy. However, we would like to highlight that we are quite proud of the momentum we continued with our DE&I acquisitions, lecture and event focus on DE&I topics, digitization of DE&I collections, and staff dialogue and participation in our DE&I efforts remained steady during this unusual time. We continue to have satisfying results from the collaborative class sessions and workshops held at the Clements that introduce U-M students to historical research on DE&I themes.

The acquisition of additional DE&I related research materials continues to be a priority. Of particular note are:

- **Petition for legal residence by a free black man in Shelby County, Tennessee, October 1843.** This document, signed simply with the mark of the petitioner, marked a transition period in the South. For the early decades of the 19th century, many Southern states required African Americans who had been manumitted to move out of the state. This document is evidence of a change in state law, in that it permitted a free black man to request to live legally in Tennessee, likely in order to be close to his family.

- **First Report of the Commissioner of Inquiry into the Administration of Criminal and Civil Justice in the West Indies. Barbados, Tobago, Grenada. Ordered, by the House of Commons, to be printed, 5 July 1825.** A wonderfully detailed report on the structure of the legal system in several of Britain's West Indian colonies (Jamaica is excepted here), with explanations of the courts, forms of action and remedies, crimes, punishments, police forces, slave codes, manumission, reform measures, fees, tables of cases, tables with names and races of parties to legal proceedings. An important legal document from the period between when Britain outlawed the slave trade in its West Indian colonies (1808) but had not yet outlawed slavery itself.

- Martin Pitzer, **Verzeichniss der Gegenstände und Arbeiten eines Indianer-Stammes im nördlichsten Amerika nebst einer Charakteristik desselben. Munich, J. G. Weiss, 1854.** First and only edition of this travel report of an Austrian painter among the Ojibwa Indians in Michigan. It includes the description of his Odawa handicrafts collection, containing around fifty objects, with their names in Ojibwa and German, and a detailed commentary. The altar of the church at Cross Village (Anamiewatigonwink), in 1846 is meticulously described. The February 11, and March 7, 1854 issues of the Munich periodical, *Der Bayerische Landbote*, advertised an exhibition of the collected artifacts at 25 Sendlinger Strasse, Munich, emphasizing the nobility of the Indian artisans and beauty of their work. An exceedingly rare work documenting the arts and crafts of the Native people of the region.

- **The Bereaved Slave Mother**, illustrated sheet music of song performed by the Hutchinson Family Singers, Boston: Henry Prentiss, 1844. First edition of a piece of abolitionist music, with a lithograph of a slave auction on the front cover. The Hutchinson Family were an American singing group who used their popularity to promote the abolitionist cause. This piece is "respectfully dedicated to Lydia Maria Child as a token of Esteem for her fidelity to Humanity,



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and to the mothers of New England." The cruelty of slavery in breaking up families became a crucial element of abolitionist appeals in the 1840s and 50s.

- De Kay, A. [pseud.], **Life and Confessions of the Huckleberry Queen, with a Vivid Description of the Scenes and Incidences Connected with the Famous Huckleberry Marsh, of Northern Indiana ...**, Chicago: Printed and published for the Author, 1879. Mary Helms, a.k.a. The Huckleberry Queen, was a larger-than-life presence in Northern Indiana, where she settled in Tyner, Marshall County in 1875. Sold into prostitution at age 13, she joined the Warner Circus to great acclaim as "The lady with the iron jaw." It was as a traveling circus performer that she came to Tyner. Mary Helms may have committed crimes--or at least hobnobbed with the unsavory, but she also took it upon herself to become a vigilante and a first-responder. A rare "true crime" account of a famous Great Lakes figure.

The Manuscripts division FY20 work related to DE&I included the following projects:

Over many decades, the manuscript materials have been the most frequently consulted genre at the Clements. The Manuscripts Division produced 32 new finding aids, approximately half of which pertain to underrepresented groups or persons. Wayne State University graduate student Ellen Gleason, for example, wrote a finding aid for the Maria Taber Logbook and Journal (1853-1861), documenting the life and voyages of a woman who married a whaling ship captain and left her home of Mauritius to live in Massachusetts. Other finding aids of note include the Women's Suffrage Letterhead Collection ([1895-1917]), Mary Frances Grant Cramer Letters (1866-1869), Hoit Family Papers (1803-1918), Hill Family Papers (1841-1915), and Ramsey Family Papers (1786-1935).

The Clements Library also made significant revisions to existing finding aids, dramatically improving access to these collections. For example, Staff added individual item descriptions and metadata to our Women's History Collection and Blandina Diedrich Collection, both collections of individual letters and documents pertinent to women, home, and the family largely from the 18<sup>th</sup>-20<sup>th</sup> centuries. Researchers are now able to identify specific letters and documents of interest by item-level inventories of these important collections.

The Manuscripts Division completely digitized two collections with content largely pertinent to underrepresented groups or persons. These collections include the Louise Gilman Papers (1866-1869) and the Rochester Ladies' Anti-Slavery Society Papers (1851-1868). We also finalized several digital collections held over from the previous year, including the African American History Collection (1729-1966), Lydia Maria Child Papers (1835-1894), and Fort Wayne Indian Agency Collection (1802-1815). Samantha Hill, our Joyce Bonk Assistant, digitized a significant percentage of our Caroline F. Putnam Papers (1868-1877), which we anticipate will be completed in the coming year. The DE&I-relevant digital collections finalized this year and freely accessible online are:



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- African American History Collection (1729-1966): <https://quod.lib.umich.edu/a/africanamer/>
- Lydia Maria Child Papers (1835-1894): <https://quod.lib.umich.edu/c/child/>
- Fort Wayne Indian Agency Collection (1802-1815): <https://quod.lib.umich.edu/f/fortwayne/>
- Louise Gilman Papers (1866-1869): <https://quod.lib.umich.edu/g/gilman/>
- Rochester Ladies' Anti-Slavery Society Papers (1851-1868): <https://quod.lib.umich.edu/r/rochester/>

The Rochester Ladies' Anti-Slavery Society Papers are especially significant, including rare and important information respecting Frederick Douglass, the Underground Railroad, women's philanthropic work, and other topics. The Clements Library promoted this collection during the University of Michigan's Martin Luther King, Jr., Symposium with a talk entitled "Digitizing Archives of Abolitionists: The Rochester Ladies' Anti-Slavery Society Papers," delivered on January 23, 2020.

With the necessity of remote working on account of COVID-19, the Clements Library used the opportunity to explore transcription software for our digitized manuscripts. Staff contributed over 1,000 hours of labor toward transcribing the Rochester Ladies' papers and they are now fully text searchable, dramatically improving access to them. The complete transcriptions are located below each digital image from the collection. A blog entry explaining the details of this project may be found at <https://clements.umich.edu/rochester-ladies-anti-slavery-society-papers-transcriptions/>.

The Graphics division FY20 work related to DE&I included the following projects:

- To provide better access and understanding of historic Native American materials, the Clements is building an online exhibit and instructional resources for the Richard Pohrt Jr. Collection of Native American Photographs. We established an internship program with funds from the Upton Foundation to build additional online resources and a traveling exhibit based on the Pohrt Collection. Two student interns have worked remotely starting May 2020.

We continue to consult with tribal historians and U-M Native American Studies contacts for advice on cultural sensitivity and historical accuracy of our descriptions. Contacts from FY20 include:

Eric Hemenway, Archivist and Historian, Little Traverse Bay Bands of Odawa Indians

Prof. Robin Beck, U-M Native American Studies, Anthropology



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Prof. William Secunda, U-M Native American Graves Protection and Repatriation Act

Prof. Margaret Bruchac, University of Pennsylvania

Prof. Arland Thornton, U-M Institute for Social Research

The donor has again added 50 important and rare items to the collection this past year and has been available for consultations.

School of Information Internship. School of Information student and Joyce Bonk Fellow Samantha Hill proposed an internship for the scanning and describing of photographic resources on African American history and identity. The final project will be an online exhibit and instructional curriculum guide serving multiple levels of students.

Research fellows:

In 2020 the Library extended the highest number of fellowships to date and will bring 23 scholars to the University of Michigan to undertake original research in the Clements' rare and unique collections. Paralleling our holdings' strengths related to topics concerning diversity in the American past, approximately 52% of our 2020 fellows will be working on projects that advance the study of race, gender, and disability. Due to COVID-19, unfortunately many, if not all, of the fellows will be deferred until 2021 at this time.

Speakers and public programs:

- July 10, 2019 – Alexey Kritchal, Johns Hopkins University. "Liverpool, Slavery, and the Atlantic Cotton Frontier c. 1763-1833."
- July 22, 2019 - Yasmine Espert, Columbia University. "Cinema of Social Dreamers: Artists and Their Imaginations Return to the Caribbean."
- October 30, 2019. Contemporary Issues roundtable on Dental Health. In collaboration with the Eisenberg Institute for Historical Studies and UM Dental School. A broad range of over 40 participants from campus and the general public joined a panel of historians and dental health professionals to discuss this topic.
- December 12, 2019 – Philip Troutman, George Washington University. "Print Culture of the Americas."

Challenges

The library begins Year Five with a new Director, Paul J. Erickson. Our Associate Director position as well our Curator of Maps position remains unfilled. Our new Director fully supports DE&I engagement.



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With the new Director joining the Clements in January, the decision was made to permanently add three of the four term-limited positions that are directly involved in DE&I efforts including online cataloging and digitization of DE&I materials, reference requests pertaining to underrepresented groups, and library outreach and communication.

In the past several years, the marketplace for significant historical materials related to African American history has been dominated by wealthy celebrity collectors and the Smithsonian Museum of African American History making it extremely difficult for the Clements to expand its research holdings in this area. We are also seeing this trend with important Native American historical materials and other DE&I related topics. The library is continuing to cultivate donors to support these efforts.

### II. Planning Process Used

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*Planning Lead(s)* Shneen Coldiron, Louis Miller

*Planning Team* Shneen Coldiron, Louis Miller

*Planning Process Summary*

- *Process used to collect data:* Staff meetings and exercises, review of existing institutional reports, Google Analytics, subject analysis of HathiTrust and Digital Library Production Services databases. Ongoing data capture includes surveys, Library Catalog data using Datamart and Aleph software, charting of frequency of patron research topics, and continued monitoring of reports on class-use, fellowship programs and exhibit topics.
- *Sources of data:* Library collection catalog in Library Catalog, library website, HathiTrust, Digital Library Production Services Image Bank, Digital Library Production Services finding aids database, Clements library patron database in Aeon and Filemaker Pro, reports on exhibits, fellowship programs and class-use. Also, data on collection additions expected to be drawn from ArchiveSpace software, presently in testing, to be implemented fully in FY20 to include graphics materials.
- *Process used to analyze data:* Statistical analysis of Library of Congress subject usage in Library Catalog, HathiTrust, and DLPS Image Bank; tracking of top ten most frequently visited online collection finding-aids; classification and review of research topics of patrons and research fellows; exhibits and class use reports.
- *Action idea generation activities:* Staff retreats and moderated meetings, regular staff meetings, DE&I Planning Group meetings, and informal discussions.

*Summary of engagement activities:* FY21 activities include continuation of staff training; closing for MLK Day 2021 to encourage staff participation at the keynote lecture or at the on-site watch party; site visit to the Underground Railroad tour and the Holocaust museum is also planned for FY21. Due to COVID-19 many of these engagement activities may need to be rescheduled.



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### *Clements Library and Diversity, Equity and Inclusion – an Overview:*

The William L. Clements Library is one of several highly specialized units of the University of Michigan that provides unique services to scholars and students. Some background on our past relative to diversity, equity and inclusion is important to understanding the challenges and opportunities that the next five years will bring.

The Library's mission is to collect, preserve, and makes accessible primary source materials that illuminate early American history from 1492 to the turn of the twentieth century. When the Library first opened its doors in 1923, it was intended only for "advanced research on the part of scholars already well equipped," not for students or general researchers. In the recent decades, the directors, curators, and staff have worked diligently to reverse this early policy and instead foster a welcoming and inclusive environment for researchers, students, and staff. These efforts have produced not only an exceptional collection of Americana that reflects on all aspects of American history but also programs and classes to usher in researchers and students to consult our collections. There is more work still to be done.

As an archive of rare books, manuscripts, maps, and visual materials, the Clements Library's strengths revolve around our collections. This proves true for how the Library is advancing diversity, equity and inclusion as well. World-class scholars have frequented the Library as a key research institution, and both graduate and undergraduate students have benefitted from its unique educational resources. Our collections contain a wealth of information relating to a wide array of topics, including those relating to race and ethnicity, class, gender and sexuality, religion, and disability. An analysis of our online finding aid usage for 2015 revealed that many of our most heavily used finding aids are directly related to diversity topics. Four of our top thirteen most popular finding aids concern African American history, and many of the others are mainstays for those researching African American and Native American history. These metrics are backed by evidence drawn from our fellowship programs, with a conservative calculation that 40% of our fellows from 1997 to 2015 have worked on projects relating to diversity and percentage increases in current years. Furthermore, of some 500 books published between 1922 and 2010 that relied on sources from the Clements Library, at least 77 titles related to race, gender, and other diversity topics.

The remarkable strength of our collections relating to early America and its complicated, diverse history draws scholars who plumb our holdings to write the histories of under-represented people. The carefully curated collections at the Clements Library serve an important role in the ongoing exploration of the diverse American past. The Library's



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commitment to expanding our collections to reveal the multifaceted stories of our nation's history, in conjunction with our robust fellowship program, promises to support pioneering and innovative studies.

Beyond the work undertaken by the scholars who visit the Clements from around the globe, the Library's collections also benefit the University of Michigan's student body. The Library welcomes classes for individually planned sessions relating to coursework, where we display and explain relevant resources. These sessions are the first experience many students have with original historical source materials. They often react with excitement and amazement, and are encouraged to plunge deeply into their research.

An example of the innovative teaching on under-represented populations that can be done at the Clements is the 2014 Department of Afroamerican and African Studies class African American Women's History, taught by Thurnau Professor Martha S. Jones (now of Johns Hopkins University). The undergraduate students of this class came to a deep understanding of a 19<sup>th</sup>-century African American woman's role in society through close study of a set of photograph albums at the Clements. This project did original research, built a website, and gained the attention of the media in Michigan and New York State. The resulting radio interviews and video by UM News and Information Services has kept the project active to this day. (See [www.arabellachapman.com](http://www.arabellachapman.com).)

As expected, faculty in the History department make good use of class sessions. In addition, we have supported teaching in over fifteen different University of Michigan departments in the past several years. Although Curators' presentations depend on the class subject as determined by the faculty, every semester the Clements Library works hand-in-hand with professors on the front line of teaching about diversity. How we can more effectively reach out to educators and students on a wider range of topics merits further investigation.

The talented curatorial staff at the Library also interact with students and the public through exhibitions. The popularity of our public exhibits relating to diversity underscores the need to undertake this work. Our two best-attended exhibits have been "Reframing the Color Line" in 2006-7 and "Proclaiming Emancipation" in 2012-13. For "Proclaiming Emancipation," the Clements Library held more than 40 sessions with students, faculty, and staff that reached over 650 members of the University community. Investing resources, planning and promoting events, and hosting class visits boosted the visibility of this important exhibit, offering an example of how we can more effectively feature diversity in our public programming in the future.



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The lectures and events hosted by the Clements Library are another important component of our outreach efforts, and another area for improvement. In FY20 we hosted more than 60 lectures and tours with 60% of these including DE&I themes. Thinking carefully about how to bring in lecturers, reach wider audiences, and represent the full spectrum of experience in early America promises to be a fruitful process for the Clements Library's deeper engagement with and promotion of diversity.

As a special collections library, the academic scholarship and student learning that rely on the William L. Clements Library's collections are two main components of how the Library envisions supporting diversity, equity, and inclusion at the University of Michigan. In combination with reimagining how our fellowships, lectures, publications, and staff engagement can support diversity, developing our collections and the encouraging their use by scholars and students alike promises to make the Clements Library a welcoming place to explore questions of our nation's diverse past. The following draft, edited for Year Five of our five-year plan, lays out the pathways that can maintain and advance diversity, equity and inclusion initiatives at the William L. Clements Library.

### III. Data and Analysis: Key Findings

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#### *Summary of Data*

##### *Data Domains:*

##### Education and scholarship

Education and scholarship at the Clements are determined largely by which U-M departments and faculty we engage with, the topics selected by research fellows, the shape and content of the library's research collection, and other resources.

##### Recruitment, retention, development

We will evaluate and reconsider how we advertise our open staff positions and our selection process, in consultation with peer institutions.

##### Promoting an equitable and inclusive community

The library will need to continue its quest to overcome the inherited perception that it is an exclusive, restrictive institution. Particular attention will be paid to ensure that our staff, patrons, and visitors all have equal opportunity for success, a rewarding experience, are sincerely welcomed, and have full access to the resources of the library, retaining due regard for care and security of collections material. Equity and inclusivity will be foremost in a review of policies, promotional efforts, and staff training.

##### Service

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The library will continue to promote DE&I through exhibits, lectures, and public interactions by staff.

### *Constituencies addressed:*

- Patrons (all registered researchers including independent scholars, research fellows, students)
- Library staff, volunteers and docents
- Faculty and students (Primarily at the University of Michigan)
- Visitors (general public)
- Advisory boards, and the Clements Library Associates membership (Committee of Management, CLA Board)

### *Data sources:*

Patron data in Aeon

Patron survey

We have data tracking who the users of the library are in terms of academic credentials but not in terms of DE&I metrics. We will survey current and past patrons to gather this data and assess perceptions of climate and inclusiveness.

Fellowship research reports

Analysis of topics of research through Clements Library fellowship programs

Review of selection process

Clements Library Collections Policy

Library Catalog of Library collection

Analysis of the contents of the research collection related to DE&I subjects and keywords

Google Analytics of Clements Library online finding aids

Review of research topics based on frequency and duration of hits

HathiTrust

Profile of online resource based on DE&I subjects and keywords

Clements Digital Image Bank analysis

Analysis of the contents of digital resources related to DE&I subjects and keywords

Class use reports

Publication, event, and exhibit histories

Analysis of the contents of published resources related to DE&I subjects and keywords

Staff and patron climate surveys

UM climate surveys of overall campus and unit

Staff crowdsourcing exercise

Staff DE&I metrics from UM HR (forthcoming)

Student Town Hall Crowdsourcing exercise

Clements Library Associates survey (forthcoming)

Our Clements Library Associates is a group of library friends, supporters and donors

### *Key Findings, Themes and Recommendations:*



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Among the most significant lessons learned thus far in this process is that there is significant data that the Clements Library has not tracked. Although we have been recording who our patrons are in terms of academic identity and credentials, we have not logged anything on who they are in terms of diversity metrics, nor have we gauged their perceptions on climate. We do track their topics of research and resulting publications, and we have compiled feedback on the quality of their experiences in general.

We track which UM departments we collaborate with on teaching, special class projects, exhibits, and conferences. We also have data on the topics represented by those projects. This data has indicated that we do serve a very broad range of University departments outside of the most obvious in History and American Culture. Other major users of the library in teaching are the departments of DAAS, Asian Languages, Music and Theater, and English. Diversity themes are frequently emphasized by the instructors of all of these departments. Exhibits with DE&I themes have drawn a very wide range of classes.

We also gather data about what topics the research collection represents, how the materials are used, and by whom, going back in time. In 2015 we implemented the Aeon System to better track the materials and generate reports, including use related to DE&I topics. In FY21 we will use additional resources offered by Aeon for reporting. Expanding awareness of the Clements as a resource for the study of DE&I topics is a top priority and we have proposed a new staff position that will focus on this need, but due to COVID-19 this position is currently under a University hiring freeze. The existing Clements collection offers unique research opportunities on a par with those at the very top public and private university libraries. There is an opportunity here for the University of Michigan to elevate its status by leveraging the Clements Library and historical research related to DE&I themes.

For a research library like the Clements, the contents of the research collection itself largely shape what we are and whom we serve. The growing, expanding Clements collection provides a foundation of strength for our contribution to a campus wide climate of diversity, equity and inclusion. The library's acquisitions are guided by a Collections Policy that has for years prioritized the acquisition and development of research collections related to underrepresented voices in American history, in particular women, Native Americans, and African Americans. Quantifying this policy for incorporation into this plan was found to be impractical due to the opportunistic nature of acquisitions of historical material and the difficulties posed by unlike comparisons of differing materials.

We continue to review our subject cataloging points of access to ensure items of interest are appropriately identified on an ongoing basis. In 2014 the library completed a two-year grant-funded cataloging project that targeted collections of manuscripts and graphics related to underrepresented voices.



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We are concerned that because the number of patrons of libraries of this type tends to be small, the resulting data from our inquiries may not carry significant meaning. We have consulted with outside expertise from the Advance Research & Evaluation program on this issue.

We are also concerned that connecting to students who are not already familiar with the library may be a challenge. We will continue to consult with faculty with whom we have strong relationships, and we are in consultation with the DE&IPG Student Engagement team and conducted a library town hall event to solicit feedback.

The Clements is aware that we serve a narrow group of specialized scholars, and that a misperception has persisted that we are exclusive and detached from the university community. We've made great progress in the past few years to overcome this but will continue to prioritize this issue. We would like to know how we are perceived, particularly by students and faculty, regarding DE&I, and intend to find out.

We have one governing board, the Committee of Management, and our friends group board, the Clements Library Associates Board of Governors. The lack of diversity within the traditional spheres of Americana collectors and library patrons is reflected within these groups. Bringing a greater awareness of DE&I issues to the composition of these boards will help greatly in shaping other outcomes related to DE&I and is a high priority of the Library Director. Progress was made in FY18 by adding two members to the CLA board, selected for the fresh perspectives and new energy that they are expected to bring, along with a firm commitment to the goals of our DE&I program. In FY21 we will work with the Office of University Development's DE&I Lead towards this goal.

Finally, our staff, which has benefited from cultural sensitivity training, may also benefit from greater diversity in composition. We are challenged by being in a field not known for diversity among its professionals, but we are determined to broaden the diversity of our applicant pools. Starting immediately, we will fully explore all available resources to meet this ongoing challenge. We will direct our staff to the resources of the Office for Institutional Equity and the mediation services available for the resolution of conflicts related to DE&I and promote awareness of these services. The Clements Library welcomed its fifth Director since 1923, Paul J. Erickson, on January 1, 2020. This is an opportunity to renew and expand the Library's commitment to our DE&I programs. During the hiring search, the leadership profile written by the search committee included a qualification for 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.

#### IV. Strategic Objectives, Measures of Success and Action Plans\*

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*\*All strategic objectives and related actions will be pursued in accordance with the law and University policy. These actions will be acted upon as budget and other resources allow.*

### IV. A. Recruitment, Retention and Development

#### Constituency: Staff

*Five-Year Strategic Objective 1:* Increase diversity representation on permanent and temporary staff

*Measures of Success:* Given the small size of our staff, any increase will have a significant impact on overall percentages

#### *FY21 Actions:*

- Broaden staff recruitment strategies to seek a greater diversity of applicants
- Circulate job postings towards target audiences more likely to result in a diverse pool of applicants
- Continue to consult with peer institutions on recruitment strategies

*Primary DE&I Goal:* Diversity

*Other applicable domain:* Promoting an equitable and inclusive community

#### Constituency: Governing Boards

*Five-Year Strategic Objective 2:* Broaden under-represented minority representation on our governing boards

*Measures of Success:* Given the small size of our boards, any increase will have a significant impact on overall percentages

#### *Ongoing actions:*

- Canvass Clements Library Associates, and University faculty for nominations of candidates with a commitment to DE&I
- Survey CLA membership on both DE&I metrics and climate
- Review board policies – strategies to identify and pursue nominees for board membership demonstrating a commitment to DE&I

*Primary DE&I Goal:* Diversity

*Other applicable domain:* Promoting an equitable and inclusive community

### IV. B. Education and Scholarship

#### Constituency: Faculty, Students

*Five-Year Strategic Objective 1: (Faculty and students)* Promote teaching with Clements Library materials related to DE&I in class sessions within the University

*Measures of Success: (for Objective 1)* Track diversity metrics of materials used and UM departments involved in class sessions using Aeon system data.

#### *Ongoing actions:*

- Promote teaching opportunities through Clements Electronic Newsletter, faculty meetings, etc.



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- Continue to publish electronic newsletter featuring available research and teaching resources to promote teaching opportunities through Clements Electronic Newsletter, faculty meetings, etc.
- One to one interactions with targeted faculty members.
- Promote use of Native American collections through the design and implementation of an online exhibit

*Primary DE&I Goal:* Inclusion

*Other applicable domain:* Promoting an equitable and inclusive community

### Constituency: Patrons

*Five-Year Strategic Objective 2:* Promote onsite research by on- and off-campus scholars into topics related to diversity/under-represented groups in American History. (40% of our fellows from 1997 to 2015, 68% of the FY19 fellows have worked on projects relating to diversity and 52% of the FY20 fellows plan to work on projects relating to diversity).

*Measures of Success: (for Objective 2)* Track and measure frequency of research topics related to DE&I themes in patron database (Aeon); measure use of materials by tracking subject terms of those requested; track and review access points of newly processed collections to ensure broadest possible availability of diversity topics and support current high level of use

*FY21 Actions:*

- Implement the use of Aeon, Library Catalog, and other tools for tracking collection use

*Ongoing actions:*

- Record and review process for selecting research fellows based on research topics; track their research topics annually
- Fill post-doctoral research fellowship in 19<sup>th</sup> century American diversity history
- Fill three Price Fellowship positions to focus on American diversity history
- Create online teaching/resource guides pointing to diversity topics in current library collections
- Fill graduate research fellowship for students from targeted Historically Black Colleges and Universities offering Masters degrees in history and/or African American Studies.

*Primary DE&I Goal:* Inclusion

*Other applicable domain:* Service; Promoting an equitable and inclusive community

### Constituency: Patrons, faculty and students

*Five-Year Strategic Objective 3:* Increase access and visibility of Library holdings on topics related to diversity/under-represented groups in American History

*Measures of Success: (for Objective 3)* Track and measure frequency of reading room, classroom, and reference requests for materials related to DE&I themes in patron and reference databases (Aeon, ArchivesSpace, and Footprints); prioritize representation of materials related to DE&I themes in Clements Digital Image Bank

*Ongoing Actions:*

- Targeted cataloging and digitization of collections including photographs, prints, and sheet music, books, manuscripts, and maps

*Primary DE&I Goal:* Inclusion

*Other applicable domain:* Promoting an equitable and inclusive community



## William L. Clements Library

*Five-Year Strategic Objective 4:* Expand holdings in areas related to DE&I including race, immigration, sexual orientation and identity, religion, and under-represented or overlooked voices in American history

*Measures of Success: (for Objective 4)* Track and measure topics represented in new acquisitions

*FY21 Actions:*

- Continue tracking acquisitions by DE&I topic in accession data
- Annual reporting from Clements divisions on accession topics

*Ongoing Actions:*

- Explore establishment of a DE&I targeted fund for acquisitions.
- Targeted cultivation of potential donors including in-kind

*Primary DE&I Goal:* Diversity

*Other applicable domain:* Service; Promoting an equitable and inclusive community

*Five-Year Strategic Objective 5:* Digital access to research materials related to DE&I topics

*Measures of Success: (for Objective 5)* Ensure 100% representation in HathiTrust database of Clements book holdings related to DE&I topics

*FY21 Actions:*

- Search catalog for predetermined list of DE&I keywords and authors
- Scan relevant materials not already present

*Primary DE&I Goal:* Inclusion

*Other applicable domain:* Service; Promoting an equitable and inclusive community

*Five-Year Strategic Objective 6:* Digital access to Library research materials related to DE&I topics

*Measures of Success: (for Objective 6)* Increase representation in Clements Digital Image Bank non-book holdings related to DE&I topics

*Ongoing Actions:*

- Online cataloging of holdings related to predetermined list on Manuscript Division DE&I topics
- Online cataloging of holdings related to predetermined list on Graphics Division DE&I topics
- Scanning for inclusion in Clements Image Bank

### IV. C. Promoting an Equitable and Inclusive Community

*Constituency:* Faculty, Students, Visitors, Patrons. Library staff

*Five-Year Strategic Objective 1:* Ensure that the physical space, human relations, and overall cultural climate of the library are welcoming to a diverse range of people across all constituencies

*Measures of Success: (for Objective 1)* Comparison with staff climate survey planned for future year to be determined.

*FY21 Actions:*

- Internal work group meetings to address issues raised during all-staff discussions of climate survey results.



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- Continue to promote staff and docent training on cultural sensitivity and awareness, unconscious bias, etc.
- Promote existing pathways. The Clements administration will make good faith efforts to resolve work place conflicts, in compliance with the U-M Standard Practice Guide (SPG 201.08), and within unit supervisory channels whenever possible. Should a workplace conflict arise, the staff member should report to their immediate supervisor for resolution. If the conflict is between a staff member and their direct supervisor, then either the staff member or supervisor should report to the Clements Library HR Director. If unresolved within unit, parties involved will be encouraged to make use of U-M resources including the Office of Institutional Equity, Human Resources, HR Mediation Services, and the Faculty and Staff Counseling and Consultation Office. The Clements administration will share this policy at staff meetings and post links to resources visibly in staff areas.
- Create communication matrix; DE&I resource list for staff use
- Staff visits to museums and historic sites focusing on under-represented groups in the metro Detroit area, staff participation in MLK Day events.

### *Ongoing actions:*

- Make visible to visitors and researchers, through ongoing exhibits and displays, materials focused on traditionally under-represented groups in American History and DE&I themes
- Promote the resources of the Office for Institutional Equity and the mediation services available for the resolution of conflicts related to DE&I to all constituencies, especially new and existing staff
- Integrate ongoing DE&I training and actions with annual staff performance evaluations
- Addition of optional field within registration process that allows for a researcher to select preferred pronouns

### *Constituency: Faculty, Students, Visitors, Patrons. Library staff*

### **Five-Year Strategic Objective 2: Educate our community on sexual and gender-based misconduct prevention in an effort to promote a safe and supportive environment for all members to work, learn and thrive.**

Measures of Success: (for Objective 2) To be determined.

FY21 Actions: Clements Library staff continue to complete the "Cultivating a Culture of Respect: Sexual Harassment and Misconduct Awareness" on-line module.

- Staff have been informed about the Sexual Misconduct Reporting and Resources that are available at the University of Michigan.
- **Support central efforts to educate faculty, staff, and students on the forthcoming University of Michigan Policy on Sexual and Gender-Based Misconduct Prevention ("umbrella policy").**
- **Develop and socialize unit-specific value statements that align and reinforce the forthcoming university level values that promote culture and climate change consistent**



## William L. Clements Library

**with both the Diversity, Equity & Inclusion, and Sexual and Gender-Based Misconduct Prevention work that is already underway.**

*Primary DE&I Goal:* Inclusion

*Other applicable domain:* Recruitment, retention, development

### IV. D. Service

*Constituency: Students, Patrons and Visitors*

*Five-Year Strategic Objective 1:* Increase diversity of attendance and topics at Clements sponsored lectures, events, and exhibits.

*Measures of Success: (for Objective 1)* Increase attendance (entry/exit survey) in terms of diversity metrics; track topics of presentations to insure approximately 25% featuring DE&I themes. [From 2010-2015, 10 out of a total of 45 (22%) Clements sponsored public events featured DE&I related themes.] [In FY19 we hosted 56 lectures and tours. 75% of these included DE&I themes.] [In FY20 we hosted more than 60 lectures and tours. 60% of these included DE&I themes.]

*Ongoing Actions:*

- Continue and expand diversity lecture topics, with promotion through postcard mailings, Clements Electronic Newsletter (circulated to UM departmental email lists), Clements website, and social media.
- Expand presentations and lectures to include senior centers, working with CLA board members
- Instituted new "Contemporary Issues" lecture series designed to draw in constituencies outside of traditional support base.

*Primary DE&I Goal:* Inclusion

*Other applicable domain:* Education and scholarship; Promoting an equitable and inclusive community

*Five-Year Strategic Objective 2:* Provide closed captioning for online lectures and live events for the hearing impaired.

*Measures of Success: (for Objective 2)* Adequate participation and response from targeted constituency.

*Ongoing Actions:*

- Closed captioning of previous lecture and event videos using MiVideo.

*Primary DE&I Goal:* Inclusion

*Other applicable domain:* Promoting an equitable and inclusive community

*Five-Year Strategic Objective 3:* Update website for better access by the hearing and vision impaired.

*Measures of Success: (for Objective 3)* Americans with Disabilities Act compliance.

*FY21 Actions:*

*Ongoing Actions:*

We continue to edit our lecture and event videos to include closed captioning



*Primary DE&I Goal:* Inclusion

*Other applicable domain:* Promoting an equitable and inclusive community

V. Goal-related Metrics – School, college or unit measures tracked over time

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The Clements Library will track and quantify information on the following Climate Survey Indicators:

- Satisfaction within work unit with climate/environment*
- Assessment of semantic aspects of the general climate within work unit*
- Assessment of semantic aspects of the DE&I climate within work unit*
- Feeling valued within work unit*
- Feeling of belongingness within work unit*
- Assessment of work unit commitment to diversity, equity, and inclusion*
- Perceptions of equal opportunity for success within work unit*
- Feeling able to perform to full potential within work unit*
- Feelings of academic growth within work unit*
- Feelings of discrimination within work unit*

And on the following Demographic Composition of Staff:

- Headcount*
- Race/ethnicity*
- Sex*
- Age (Generational cohort)*

- Diversity* – Staff, governing boards; collection content and research opportunities
- Equity* – Permanent vs. temporary staff diversity, promotion opportunities and rank.
- Inclusion* – Climate survey results from staff and patrons. Measure U-M departmental class use of library; attendance at library sponsored events; exhibit topics; research topics of patrons and research fellows; digital access to relevant materials; use of DE&I related materials in teaching.

VI. Action Planning Tables with Details and Accountabilities

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IV. A. Recruitment, Retention and Development

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# William L. Clements Library

Key Constituency	Strategic Objective	Measure s Of Success	Detailed Actions Planned (measurable, specific)	Group/ persons accountable	Resources needed (if applicable)
Staff	Objective 1 Increase diversity representation on permanent and temporary staff	Given the small size of our staff, any increase will have a significant impact on overall percentages.	<ul style="list-style-type: none"> <li>● Broaden recruitment strategies to seek a greater diversity of applicants.</li> <li>● Circulate job postings towards target audiences more likely to result in a diverse pool of applicants.</li> <li>● Continue to consult with peer institutions on recruitment strategies</li> </ul>	Business Manager	
Governing Boards	Objective 2 Broaden under-represented minority representation on our governing boards	Given the small size of our boards, any increase will have a significant impact on overall	<ul style="list-style-type: none"> <li>● Canvass Clements Library Associates and University faculty for nominations of candidates with a commitment to DE&amp;I</li> <li>● Survey CLA membership on both DE&amp;I metrics and climate</li> <li>● Review board policies – strategies to identify and pursue nominees for board membership demonstrating a commitment to DE&amp;I</li> </ul>	Director, CLA Board Chair	



# William L. Clements Library

		percentages.			
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## IV. B. Education and Scholarship

Key Constituency	Strategic Objective	Measures Of Success	Detailed Actions Planned (measurable, specific)	Group/ persons accountable	Resources needed (if applicable)
Faculty, Students	Objective 1 Promote teaching with Clements Library materials related to DE&I in class sessions within the University.	Track diversity metrics of materials used and UM departments involved in class sessions using Aeon system data.	<ul style="list-style-type: none"> <li>● Promote teaching opportunities through Clements Electronic Newsletter, faculty meetings, etc.</li> <li>● Continue to publish electronic newsletter featuring available research and teaching resources to promote teaching opportunities through Clements Electronic Newsletter, faculty meetings, etc.</li> <li>● One to one interactions with targeted faculty members.</li> <li>● Promote use of Native American collections through the design and implementation of an online exhibit</li> </ul>	Director, Curators	Funding for Native American internship positions for FY20 obtained



# William L. Clements Library

Patrons	Objective 2  Promote onsite research by on- and off-campus scholars into topics related to diversity/under-represented groups in American History. (40% of our fellows from 1997 to 2015 and 68% of the FY19 fellows have worked on projects relating to diversity).	Track and measure frequency of research topics related to DE&I themes in patron database (Aeon); measure use of materials by tracking subject terms of those requested; track and review access points of newly processed collections to ensure broadest possible availability of	<ul style="list-style-type: none"> <li>● Record and review process for selecting research fellows based on research topics; track their research topics annually</li> <li>● Fill post-doctoral research fellowship in 19<sup>th</sup> century American diversity history</li> <li>● Fill three Price Fellowship positions to focus on American diversity history</li> <li>● Create online teaching/resource guides pointing to diversity topics in current library collections</li> <li>● Fill graduate research fellowship for students from targeted Historically Black Colleges and Universities offering Masters degrees in history and/or African American Studies.</li> </ul>	Head of Reader Services, Development Director, Director, Student interns, DE&I Implementation team	Townshend and Price Fellowship funds
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William L. Clements Library

		diversity topics and support current high level of use			
Patrons, faculty and students	Objective 3  Increase access and visibility of Library holdings on topics related to diversity/under-represented groups in American History.	Track and measure frequency of reading room, classroom, and reference requests for materials related to DE&I themes in patron and reference databases (Aeon and Footprints); prioritize represent	<ul style="list-style-type: none"> <li>Targeted cataloging and digitization of collections including photographs, prints, and sheet music, books, manuscripts and maps</li> </ul>	Curator of Graphics Material, Curator of Books, Curator of Manuscripts, & Curator of Maps	



# William L. Clements Library

		tation of materials related to DE&I themes in Clements Digital Image Bank			
Library patrons, University faculty and students	Objective 4 Expand holdings in areas related to DE&I including race, immigration, sexual orientation and identity, religion, and under-represented or overlooked voices in American history	Track and measure topics represented in new acquisitions.	<ul style="list-style-type: none"> <li>• Continue tracking acquisitions by DE&amp;I topic in accession data</li> <li>• Annual reporting from Clements divisions on accession topics</li> <li>• Explore establishment of a DE&amp;I targeted fund for acquisitions.</li> <li>• Targeted cultivation of potential donors including in-kind</li> </ul>	Director, Curators, Development Director, Business Manager	OUD participation in locating donors
Library patrons,	Objective	Ensure 100%	• Search catalog for predetermined list of	Curator of Books,	Current Joyce Bonk



# William L. Clements Library

University faculty and students.	5 Digital access to research materials related to DE&I topics	representation in HathiTrust database of Clements book holdings related to DE&I topics	DE&I keywords and authors  ● Scan relevant materials not already present	Head of Digital Initiatives	Fellowship position for SI student 10-20 hours/week
Library patrons, University faculty and students.	Objective 6 Digital access to Library research materials related to DE&I topics	Increase representation in Clements Digital Image Bank non-book holdings related to DE&I topics	<ul style="list-style-type: none"> <li>● Online cataloging of holdings related to predetermined list on Manuscript Division DE&amp;I topics</li> <li>● Online cataloging of holdings related to predetermined list on Graphics Division DE&amp;I topics</li> <li>● Scanning for inclusion in Clements Image Bank</li> </ul>	Head of Digital Initiatives, Curator of Graphics Material, Curator of Books, Curator of Manuscripts, & Curator of Maps	Current Joyce Bank Fellowship position for SI student 10-20 hours/week

## IV. C. Promoting an Equitable and Inclusive Community

Key Constituency	Strategic Objective	Measurements Of Success	Detailed Actions Planned (measurable, specific)	Group/ persons accountable	Resources needed (if applicable)



# William L. Clements Library

<p>Faculty, Students, Visitors, Patrons. Library staff</p>	<p>Objective 1  Ensure that the physical space, human relations, and overall cultural climate of the library are welcoming to a diverse range of people across all constituencies.</p>	<p>Comparison with staff climate survey planned for future year to be determined.</p>	<ul style="list-style-type: none"> <li>● Internal work group meetings to address issues raised during all-staff discussions of climate survey results.</li> <li>● Continue to promote staff and docent training on cultural sensitivity and awareness, unconscious bias, etc.</li> <li>● Promote existing pathways. The Clements administration will make good faith efforts to resolve work place conflicts, in compliance with the U-M Standard Practice Guide (SPG 201.08), and within unit supervisory channels whenever possible. Should a workplace conflict arise, the staff member should report to their immediate supervisor for resolution. If the conflict is between a staff member and their direct supervisor, then either the staff member or supervisor should report to the Clements Library HR Director. If unresolved within unit, parties involved will be encouraged to make use of U-M resources</li> </ul>	<p>DE&amp;I Implementation team, work group leads, curators of exhibits</p>	<p>Training session costs TBD</p>
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# William L. Clements Library

			<p>including the Office of Institutional Equity, Human Resources, HR Mediation Services, and the Faculty and Staff Counseling and Consultation Office. The Clements administration will share this policy at staff meetings and post links to resources visibly in staff areas.</p> <ul style="list-style-type: none"><li>● Create communication matrix; DE&amp;I resource list for staff use</li><li>● Staff visits to museums and historic sites focusing on under-represented groups in the metro Detroit area, staff participation in MLK Day events.</li></ul> <p><i>Ongoing actions:</i></p> <ul style="list-style-type: none"><li>● Make visible to visitors and researchers, through ongoing exhibits and displays, materials focused on traditionally under-represented groups in American History and DE&amp;I themes</li><li>● Promote the resources of the Office for Institutional Equity and the mediation services available for the resolution of conflicts</li></ul>		
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# William L. Clements Library

			<p>related to DE&amp;I to all constituencies, especially new and existing staff</p> <ul style="list-style-type: none"><li>• Integrate ongoing DE&amp;I training and actions with annual staff performance evaluations</li><li>• Addition of an optional field within registration process that allows for a researcher to select preferred pronouns.</li></ul>		
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# William L. Clements Library

<p>University Faculty, Students, Visitors, Patrons, Library Staff.</p>	<p><b>Educate our community on sexual harassment and misconduct prevention in an effort to promote a safe and supportive environment for all members to work, learn and thrive.</b></p>	<p>To be determined.</p>	<p>Clements Library staff continue to complete the "Cultivating a Culture of Respect: Sexual Harassment and Misconduct Awareness" on-line module</p> <ul style="list-style-type: none"> <li>● Staff have been informed about the Sexual Misconduct Reporting and Resources that are available at the University of Michigan.</li> <li>● <b>Support central efforts to educate faculty, staff, and students on the forthcoming University of Michigan Policy on Sexual and Gender-Based Misconduct Prevention ("umbrella policy").</b></li> <li>● <b>Develop and socialize unit-specific value statements that align and reinforce the forthcoming university level values that promote culture and climate change consistent with both the Diversity, Equity &amp; Inclusion, and Sexual and Gender-Based Misconduct Prevention</b></li> </ul>	<p>Director</p>	
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# William L. Clements Library

			<b>work that is already underway</b>		
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### IV. D. Service

Key Constituency	Strategic Objective	Measures Of Success	Detailed Actions Planned (measurable, specific)	Group/ persons accountable	Resources needed (if applicable)
Students, Patrons and Visitors	Objective 1 Increase diversity of attendance and topics at Clements sponsored lectures, events, and exhibits.	Increase attendance (entry/exit survey) in terms of diversity metrics; track topics of presentations to insure approximately 25% featuring	<ul style="list-style-type: none"> <li>Continue and expand diversity lecture topics, with promotion through postcard mailings, Clements Electronic Newsletter (circulated to UM departmental email lists), Clements website, and social media.</li> <li>Expand presentations and lectures to include senior centers, working with CLA board members</li> <li>Instituted new "Contemporary Issues" lecture series designed to draw in constituencies</li> </ul>	Membership Services Coordinator, Curators,	U Library Gallery space access  Ross Business School lecture space



# William L. Clements Library

		<p>DE&amp;I themes. [From 2010-2015, 10 out of a total of 45 (22%) Clements sponsored public events featured DE&amp;I related themes.] [In FY19 we hosted 56 lectures and tours. 75% of these included DE&amp;I themes. In FY20 we hosted over 60 lectures and</p>	<p>outside of traditional support base.</p>		
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# William L. Clements Library

		tours with 60% including DE&I themes.]			
	Objective 2 Provide closed captioning for online lectures and live events for the hearing impaired.	Adequate participation and response from targeted constituency.	<ul style="list-style-type: none"> <li>• Closed captioning of previous lecture and event videos using MiVideo</li> </ul>	Information Technology Specialist	Costs TBD
Visitors, patrons	Objective 3 Update website for better access by the hearing and vision impaired	Americans with Disabilities Act compliance.	<ul style="list-style-type: none"> <li>• We continue to edit our lecture and event videos to include closed captioning</li> </ul>	Information Technology Specialist	Costs TBD



## VII. Plans for Supporting, Tracking and Updating the Strategic Plan

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The Clements Library’s five-year plan will be a living plan that will grow and develop as data from constituencies points to areas of concern presently unmeasured, and as opportunities for advancement become available.

Specific actions in this plan will be linked to individual performance management goals and be included in annual performance reviews.

The planning group leads will become monitors for these programs in place and will submit annual reports to the Library Director as to progress on all fronts above, plus any additional.

Support for this plan will be solicited from all constituencies including staff, patrons, research fellows, and our peers at other institutions.

Year Five will institute new training and resources for Clements staff and constituents on anti-racism (see the Clements statement on Injustice below).

The Implementation Lead for DE&I Year Five will be Director Paul Erickson, with support from previous lead Shneen Coldiron, and Reading Room Supervisor Louis Miller.



### Clements Library Statement on Injustice

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The United States has its roots in interconnected systems of racial oppression and economic inequality, as well as in protest against excessive police power. Systematic violence against Black people in what is now the United States has continued unabated since 1619, with George Floyd, Ahmaud Arbery, and Breonna Taylor among its most recent victims. The staff of the Clements Library shares in the outrage over their killings and grieves at their loss.

The Clements Library exists to collect, preserve, and make available primary materials that permit a full and honest recounting of *all* aspects of the American story. But we also bear the responsibility for examining our own institution’s history of fostering practices of collecting and scholarship that excluded the experiences and contributions of Black people. The staff of the Clements Library are committed to supporting research and scholarship that honors and elevates the experiences of those whose voices have been doubly silenced—first during their own lives, and again by later generations of collectors and scholars. We understand that we have a responsibility to the community of which we are a part, and commit to reaching out to partners to ask how we can be of service. But first and foremost, we pledge to listen. We also commit to ensuring that everyone—at the University of Michigan, in Ann Arbor, around the state, and across the nation—experiences a feeling of true welcome at the Clements Library when they visit to study, research, and use our collections as part of the larger work of confronting our past and building a more just future.