

**Walter P. Reuther Library, Archives of Labor and Urban Affairs
Application to the National Endowment of the Humanities
Sustaining Cultural Heritage Collections: Planning Grant**

Conservation and Environmental Condition Assessment

Narrative

Introduction

The Walter P. Reuther Library, Archives of Labor and Urban Affairs, Wayne State University in Detroit, Michigan (hereafter the Reuther Library), seeks an award of \$50,000 in the “planning grant” category of the Sustaining Cultural Heritage Collections program of the Division of Preservation and Access of the National Endowment of the Humanities (NEH). The award will match institutional funding to assess persistent environmental control and collections preservation problems in the Reuther Library’s original 1975 building and its 1991 addition. This ongoing situation poses series consequences for the long-term conservation of its significant and unique humanities collections.

The proposed work consists primarily of a professional conservation and environment condition assessment of the collections and storage environments at the Reuther Library. The Smith Group, an internationally known architecture, engineering, and planning firm based in Detroit, will serve as member of the Planning Team and coordinate the three-month process to assess the collections and environmental conditions present at the Reuther Library. The project will discuss good, better, and best alternatives to improve conservation practices moving forward, and issue action-oriented recommendations in a final report. A Planning Team will oversee the work and will consist of 1) Wayne State University archivists, facilities planners, and building engineers, 2) architectural and construction engineers from The Smith Group, a nationally-recognized firm, and 3) archives and conservation specialists from four Michigan cultural repositories. A proposal from The Smith Group is included as Appendix A and additional documentation of The Smith Group’s extensive work in the cultural sector is included as Appendix B.

This project will establish a critical baseline and roadmap for all subsequent work the Reuther Library will pursue concerning preservation and collections care issues. Through this conservation and environmental condition assessment project, we hope to gain a comprehensive understanding of targeted changes necessary to improve the preservation climate of the general collection storage and the audiovisual storage areas. We aim to prioritize building improvements that will balance concerns for effective long-term improvement, cost efficiency, standards of professional collections care, and green / sustainable environmental practices. Beyond simply a white paper report, this project will identify specific strategies and implementation plans for both short- and long-term initiatives which will be supported through a mix of internal institutional funding sources, external private gifts and philanthropy, and possibly through an NEH implementation grant.

Brief Profile of the Organization

Founded in 1960, the Walter P. Reuther Library, Archives of Labor and Urban Affairs, Wayne State University is the largest and most comprehensive labor archives in North America. The library's collection strengths extend to the political and community life of urban and metropolitan Detroit, the northern Civil Rights Movement, and social justice broadly defined. The Reuther Library is also the home of the Wayne State University Archives, established by the Board of Governors in 1958. The mission of the Reuther Library is to collect and facilitate access to historical documentary evidence in order to inspire academic research, serve the information needs of the community, and build knowledge at Wayne State University. The vision of the Reuther Library is to be an archival leader, connecting users with necessary cultural resources to understand the history and evolving landscape of the American Labor Movement, metropolitan and urban Detroit, and Wayne State University. To further institutional social responsibility, we provide egalitarian access to the collections of both the marginalized and the empowered.

Administratively, the Reuther Library is one of five library units that make up the Wayne State University Libraries System. The director of the Reuther Library reports directly to the dean of the University Library System, Dr. Sandra Yee. There are currently twenty-three employees, twenty of whom are professionally-trained archivists, and four that are working on a part-time or term basis in support of externally funded-projects. The Reuther Library also employs three part-time project-based Archives Technicians, as well as numerous graduate and undergraduate student workers.

Structurally, the Reuther Library consists of two interconnected buildings. The first, constructed in 1975, received significant funding from The United Automobile Workers (UAW) and the U.S. Department of Health, Education, and Welfare. O'Dell, Hewlett & Luckenbach were the principle designers and architects. In 1991, an additional gift from the UAW helped to fund the construction of the Leonard Woodcock Wing. Luckenbach, Zeigelman & Partners designed the addition to match the original construction. Heavy, sharp angles of the building accentuate the glass façade and the brick and cement exterior. The interior is primarily exposed cement, excepting the staff office and research areas.

Although unique and functional, the building design presents distinctive challenges in terms of environment control. The original building (referred to by staff as "Reuther" or "North") and addition ("Woodcock") include seventeen collection storage areas, twenty-one office or combined storage and office areas, two conference rooms, three kitchenettes, one staff lounge, eight bathrooms, four electrical closets, one receiving dock, and two elevators—one at the main entrance, the other located within the North stacks. Security is enhanced by key-limited access to the buildings' third and fourth floors, as well as all collections storage areas. A vault for high-value materials is located on the ground floor and accessible only through steel door with a combination lock.

Significance of the Collections

The Reuther Library collections are vast, exceeding 75,000 linear ft. of tangible formats including personal papers, the records of external organizations, and university archives. There is a secure, environmentally controlled off-site storage facility less than two miles from the Library that holds an additional 6,500 linear ft. of restricted or very low-use material. Audiovisual holdings include more than 2 million photographic images on various media, 7,500 moving images, 12,000 sound recordings, 12,000 rare and non-rare books, periodicals, and union contracts, and some oversized / three-dimensional objects. The collections date predominantly from the 20th century, but span from the late 18th to the 21st centuries.

The collections as a whole provide evidence of the heterogeneous history of the United States. These are largely records of marginalized people—from Detroit, Michigan, the Midwest, and beyond. Just as Detroit represents the spectacular rise and fall of a quintessentially American city, so too, do the archives enlarge the story of a fundamentally transformed American landscape from the last midcentury to the present. These often deeply personal materials and vital organizational records provide unique perspectives on national issues of social justice, civil rights, labor and unions, industrialization and deindustrialization, urbanization, immigration, and migration. Through the microcosm of the Reuther Library collections—some hyper-local and others national in scope—the vital history of the American experience is expanded and complicated. There are three major collection areas within the Reuther: labor, urban, and the University Archives. There are also two areas of concentrated format: audiovisual and library. An overview of each is as follows:

Labor Collections

The Reuther Library is one of the largest repositories in the world for records relating to organized labor and union organizations. The following unions are featured prominently in the collection, most of which have formally identified the Reuther Library as the single repository for their historical records:

- Air Line Pilots Association (ALPA)
- American Federation of State, County and Municipal Employees (AFSCME)
- American Federation of Teachers (AFT)
- Association of Flight Attendants (AFA)
- Brotherhood of Maintenance of Way Employees Division of the International Brotherhood of Teamsters (BMWED/IBT)
- Graphic Communication Conference of the International Brotherhood of Teamsters (GCC/IBT)
- Industrial Workers of the World (IWW)
- National Association of Letter Carriers (NALC)
- Service Employees International Union (SEIU)
- The Newspaper Guild (TNG)
- United Automobile Workers (UAW)
- United Farm Workers (UFW)

The labor collections document the fascinating intersection of civil rights, social justice, race, ethnicity, religion, and politics. The core of the labor collections is the widely used UAW collection (comprised of 3,663 linear ft. across fifty-four unique collections, 1926-2008). The UAW materials reflect the essential operations of the union, including the activities of presidents Walter P. Reuther and Leonard Woodcock, but also the lives of its rank and file membership. Another example of unique labor records are those of the Industrial Workers of the World (102 linear ft., 1903-1996), which reveal the history of an early industrial union formed to answer the craft unionism of the American Federation of Labor. A radical union, the IWW claimed 1.6 million members by 1916. Similarly, the expansive United Farm Workers collection (comprised of more than 2,485 linear ft. in more than seven discrete record groups including the Cesar Chavez Papers) offers a thorough documentation of the UFW and its advocacy for agricultural workers' rights from the 1960s through the 1980s. Heavily used by researchers, the UFW collections evidence the intersection of immigrant and migrant life, struggles for civil rights, non-violent protest, workplace safety, education, and faith. Contemporarily, the records of the Service Employees International Union document unionism now within service and fast food industries. Other union records document the pink- and white-collar aspects of the labor movement, including the American Federation of Teachers and the Association of Flight Attendants, two sectors in which unionization is still quite strong. Recently added to the Reuther Library, the papers of labor musician Utah Philips reflect the cultural labor front, an area of anticipated collection growth for the Library.

Urban Collections

In addition to labor, the Reuther Library has significant urban collections related primarily to Detroit and the metropolitan Detroit area. Highlights include the Jerome Cavanagh Papers (331 linear ft., 1960-1979), referred to by some researchers as the single best collection on Detroit in the 1960s and 1970s, in part because Cavanagh served as mayor of Detroit during the 1967 riot/uprising. Also important are the records of New Detroit, Inc. (232 linear ft., 1967-1975), an organization that sought to bring citizens, community leaders, politicians, and others together to identify urban problems and promote strategies to address those issues. These records survey the pivotal and declining years for the city of Detroit as the population continued to shrink and the once-dominant automobile sector constricted through the introduction of automation and the shift of manufacturing to other parts of the country. In addition to collections such as these, the Reuther Library is steward to the Jewish Community Archives—an umbrella covering numerous collections documenting the extensive local, regional, and national Jewish community history, including international figure Max Fisher. Early Detroit community life is also amply documented in the records of the United Community Services Records (27 linear ft., 1878-1945) and the unique Folklore Archive (43 linear ft., 1939-1995) contains one of the oldest and largest record of urban folk traditions in the United States.

University Archives

The University Archives actually predates the development of labor and urban affairs collections at the Reuther Library. These official records of Wayne State University including the papers of administrators and administrative offices, university presidents and vice presidents, the deans of colleges, and the general counsel. In addition, the University Archives holds several collections

related to the university's predecessor institutions: the Detroit College of Medicine (1868), the Detroit Teachers College (1881), the Detroit Junior College (1917), and Wayne University (1933). Because Wayne University was once a department of the Detroit Public Schools, the University Archives includes records of the Detroit Board of Education from 1860 to 1965. Notable faculty collections include Madeleine M. Leininger, a pioneer in the field of transcultural nursing; James Hartway and Clark Eastham, modern composers of classical music; and W. Sprague Holden, a historian of 20th century journalism. In addition to these official records, the Reuther Library holds a variety of collections relating to alumni of Wayne State University, such as the papers of Viola Liuzzo, a nursing student who was shot and killed by members of the Klu Klux Klan after participating in civil rights protests in Alabama.

Audiovisual Collections

The Reuther Library holds an extraordinary diversity of audiovisual material, which is most at risk for deterioration because of age, emulsion process, and other environmental factors. Highlights from the collection include nearly 800,000 *Detroit News* photographs and newsreels that document the social, political, and cultural history of Detroit from the early 1900s to the 1980s. These images document the arc of urban triumph and ultimately its sharp decline, all the more important because of the rarity of over 400 moving images from the 1920s and 1930s that do not exist anywhere else. Complementing the *Detroit News* reels are the photographs of Tony Spina, a Pulitzer Prize winning international photojournalist who worked for the *Detroit News*, and hundreds of oral histories related to labor and Detroit history. As the home of three-dimensional objects from other collections, the audiovisual department also features rare artifacts of the Industrial Workers of the World, including hand purses and pennants made by imprisoned members, engraved weapons from often-violent strikes, and the iconic painting of and original drawings by Joe Hill. The Reuther Library recently acquired a 9' x 20' oil-on-canvas mural painting produced in 1937 as part of the Federal Arts Project which depicts significant moments in Michigan labor history.

Library Collections

Compared to its manuscript holdings, the Reuther's library is small in stature but still robust in content. It contains approximately 12,000 rare and non-rare books, thousands of union contracts, and over 1,800 serials titles mainly related to labor. Representative of the contracts collections, the UAW Collective Bargaining Agreements, 1930s-1990s holds nearly 15,000 agreements and supplements between hundreds of locals and companies from across the United States. No other repository has a collection this large or complete. In terms of periodicals, there are three bright standouts among a collection spanning 1800 titles: *The United Automobile Worker* (1935-1957, changed to *Solidarity* in 1957), which documents the beginning of the UAW; thirty-one Industrial Workers of the World titles (1905-present) which cannot be found anywhere else in the world; and *El Malcriado*, the main publication of the United Farm Workers (1964-1976, 1982-1989) in both English and Spanish.

Use of the Collections

The Reuther Library is a public institution, open to researchers Monday through Friday a minimum of six hours per day in the Reading Room or by appointment in the Audiovisual Department. The Reuther Library serves a diverse research population that ranges from local Detroit high school students to award-winning scholars, but also unique populations in significant numbers including current, former, or retired union members.

While university and independent scholars often receive more acknowledgement in academic circles, use of the collections extends into Detroit area communities through public programming, community engagement and neighborhood documentation projects, and other activities aligned to NEH's "Common Good" program. For example, the Reuther Library is currently using an award from the NEH/ALA "Latino Americans: 500 Years of History" program to develop relationships with the region's diverse Hispanic community to better understand, preserve, and share the important legacy of this growing population.

According to 2014-2015 statistics, the Reading Room drew over 1,200 visitors with an additional 1,300 reference requests made directly to staff by phone or email. Material may be reproduced by photocopy or digital camera, depending on condition and copyright. In addition, the audiovisual collections also receive heavy use. In the same period, the AV department fielded 480 reference requests to work with film, video, audio, or photographic collections.

The list of Reuther Library researchers – and their output – includes many respected labor, race, and urban scholars and popular writers (see Appendix G "Recent Works Citing Reuther Library Collections"). These include nationally recognized authors such as Kevin Boyle, Thomas Surgue, Philip Levine, and Miriam Pawel. Through the Audiovisual Department, the Reuther Library has provided content for major news outlets including PBS, Al Jazeera America, CNN, and *Time Magazine*; television documentary shows for the Travel Channel (*Mysteries at the Museum*) and PBS (*History Detectives*); and feature films about Elmore Leonard, Grace Lee Boggs, and Sixto Rodriguez, subject of the Academy Award-winning *Searching for Sugar Man*. In recent years content was also provided for use in exhibits at the National Portrait Gallery, FDR Presidential Library, Center for Holocaust and Humanity Education, the National Center for Human Rights, White House Historical Society, and the National Parks Service. At the same time, we also encourage student researchers through travel fellowships and class instruction. In 2015, the Reuther welcomed eight national and international graduate students whose travel was supported by the Sam Fishman Travel Grant Endowment. Reuther archivists also reached hundreds of additional people through building tours and hosted class visits from Wayne State University, other regional colleges and universities, Detroit Public Schools, and other schools in the Metropolitan Detroit region.

Outside of the Reading Room, the Reuther website receives a significant amount of traffic. During the last calendar year, the Library served 87,079 unique visitors to the website resulting in 293,920 unique page views. The website features extensive collection abstracts and finding aids (1,689), detailed and researched blog posts (97) about the collections and related history, and many digital exhibits and image galleries, including the robust and popular Virtual Motor City (VMC). The VMC was made possible by a grant from the 2003 Institute of Museum and

Library Services (IMLS) and holds over 36,000 images and metadata. Other online galleries, arranged by research subject, contain another 6,000 images with metadata. Visitors can search across collection abstract, image, or blog post with a single search box.

Current Conditions and Preservation Challenges

Both the original 1975 building and the 1991 addition consist of four floors (see Appendix 7C, “Photographs of the Reuther Library,” and Appendix 7E, “Floor Plans”). The original building features an open atrium / skylight center that spans from the roof to the first floor. Each floor has collection storage spaces, with stationary two-box deep shelving. Each floor is described with the following general functions:

- Basement: Boiler room, mechanical, building storage (non-collection), and telecommunications hub
- Floor 1: Entrance, reception, exhibition area, conference room with kitchenette, shipping and receiving, the first floor of the atrium, stacks storage, operations storage, and a walk-in vault
- Floor 2: Staff offices, conference room with kitchenette, stacks storage
- Floor 3: Staff offices, Reading Room, audiovisual stacks (open shelving and cold storage), listening / viewing rooms, general stacks storage
- Floor 4: Staff offices, collection processing areas, staff lounge with kitchenette, digital capture media lab, stacks storage

There are a total of 26,600 sq. ft. of stack storage areas in the building. Of that, 2,591 sq. ft. is allocated to audiovisual storage including 657 sq. ft. for the cold storage area. At present there are very few environmental controls specific to the storage spaces with the exception of the cold storage where the oldest and most vulnerable film is stored. The building is served by two HVAC systems for each of the interconnected buildings. The 1975 structure features a chilled water air handling unit, whereas the 1991 addition utilizes a single D.X rooftop unit with nine of the twenty-one VAV boxes running at any given time. Although collections storage spaces are not contiguous between the two parts of the building, lack of monitoring and automatic controls between the two systems present problems in the regulation of temperature and humidity.

Understanding the lack of systematic monitoring, Reuther Library staff initiated closer monitoring of temperature and humidity beginning in 2009 with data loggers made by Onset Computer Corporation (model U12-011, model type HOBO U12). There are eleven HOBOS covering all main stacks areas on all four floors of the two buildings. While no two spaces at the Reuther are identical, the 1N Stacks (Room 124 in the original building), 2W Stacks (Room 266 in the Woodcock addition), 4N/S Stacks (Room 420 in the original building) and AV Stacks (Room 368 in the Woodcock addition) are representative of the building’s serious, consistent, year-round environmental challenges. Data graphs from these areas are included as Appendix 7F, “Selected Collection Storage Area Climate Data.”

There is much valuable conversation in the archival community about the balance between traditionally-accepted “ideal norms” for collections storage and the realities of modern building envelopes and institutional funding resources. Commonly accepted archival collection storage environments for paper-based collections have traditionally considered 65° with relative

humidity between 35% and 45% as important targets. The data collected during the past six years demonstrate yearly cyclical patterns in temperature and humidity fluctuations in the Reuther Library's collection storage areas. The data worryingly demonstrate the extreme *range* of highs to lows. Over the course of the year, the temperature fluctuates from 62-83 degrees Fahrenheit and the relative humidity fluctuates from 5-89 percent relative humidity. Regardless of the professional discourse concerning relaxed thinking on numeric targets, these numbers are far outside the accepted normal temperature and humidity ranges, and the extreme fluctuations need to be addressed.

As recognized by preservation experts, the chemical activity of most substances doubles for every 18° increase in temperature. In addition, paper life decreases by half for every 10° increase in temperature. Using these standards as a guide, the Reuther Library's general environment is putting the collections at considerable risk for accelerated decomposition. The wide swings in relative humidity and temperature are partially a result of the inadequate and competing HVAC systems. Reuther Library staff has no direct control over either HVAC systems, meaning that any major temperature or humidity swing requires a request for service order to a building engineer. Response may or may not be immediate and the action may or may not be effective.

Other problems, such as building design, exacerbate the issue. The central atrium, the main entrance to the building, is a cavernous 4-story open space capped by a large, 43-year old skylight. Much of the light in the central core of the original building comes from the skylight, which is not UV filtered. In addition, the building's outer skin is almost 50% floor-to-ceiling windows. While the stacks areas are fully enclosed, all public, staff, processing, and research areas are exposed to windows and non-UV-filtered light. In the Woodcock Wing, a sunny summer day can raise the room temperature as much as 15 degrees in the afternoon with the HVAC working normally. It is likely that the proposed assessment will suggest creative and sustainable solutions for these holistic building design issues which may not require major HVAC system expenditures.

Most concerning are the environmental conditions surrounding the chemically fragile audiovisual collections. The main AV stacks area has virtually no airflow and, as evidenced by the HOBOT report, is far hotter than the rest of the building and suffers from the widest swings in humidity. Indeed, the accepted preservation standard for photographs is a temperature of 65° or less with relative humidity maintained between 30% and 40%. The readings for the AV Stacks (Rm. 366 and 368) all peak above and drop far below these standards. In these rooms, which hold the bulk of the photographs, microfilm, film, glass plate negatives and film negatives, the temperature variation was as wide as 20 degrees and relative humidity ranged 65 points from its highest reading to its lowest. Further, the cold storage is maintained at 50% RH, which is 18 points higher than recommended for the most fragile film. Items pulled from and returned to cold storage are not acclimated to the temperature and humidity, as they should be. The stacks doors are not vapor sealed, which is true for the entire building but most problematic for audiovisual storage. The Planning Team will consider these concerns to identify sustainable and cost-effective solutions.

History of the Project

The Reuther Library has engaged in environmental stacks monitoring since 2009 with HOBO data loggers. The Reuther has also maintained standing committees and teams to monitor the building and collections (in recent years, these have included the Preservation Committee and the current Collections Team and Building and Disaster Team). In recent years, these internal Reuther groups identified collections most at risk because of natural age and condition, where the building environment would exacerbate the decomposition process. When funding was available, collections at highest risk were microfilmed or digitized. Budget constriction in recent years has not allowed the Reuther Library to sustain such initiatives. In 2014, the Reuther Library purchased two stand-alone dehumidifiers for two collections general storage areas to augment two operating in the audiovisual collections storage areas. Student assistants monitor and empty these devices on a daily basis. The building has also been subject to unexpected facilities events including an internal pipe break (2009), a water main break (2007) and several roof leaks (1990, 2009, 2011, and 2013). In response to such events, a new roof was installed in 2013 and staff implemented new disaster and preservation procedures.

In 2013, the former Reuther Library director discussed the environmental conditions in the building with representatives of Wayne State University's Facilities, Planning, and Management Department and an external engineering firm. These discussions resulted in a proposal for an eight-week exhaustive survey of the environmental conditions and report with recommended conceptual design documents and probable construction cost estimates related to the improvement of the Reuther's environmental controls. A transition to a new Reuther Library director delayed this initiative – and also provided the opportunity to consider new approaches in a more strategic manner. The current proposal utilizes a different external architectural and engineering firm, The Smith Group, who brings a national reputation for work with cultural collections. This application also reflects a more significant institutional commitment to this important collections preservation work.

Methods and Standards

The Smith Group will participate in the Planning Team and complete the core work necessary for the conservation and environmental condition assessment (see Appendix 7A). The scope of work will include:

- An assessment of existing conditions assessment, including close study of the building, its mechanical systems, and temperature and humidity condition ranges, utilizing existing documentation, visual inspection and non-invasive testing/modeling techniques such as infrared thermography and hygrothermal evaluations.
- An assessment of the collection, including the various formats and types of media, storage systems, frequency of use, and current challenges.
- A workshop with University archivists, facilities personnel, and members of a Planning Team to review the assessment findings and discuss sustainability goals, environmental standards, and desired collection environment targets.
- Development of good, better, and best alternatives to move the Reuther Library toward improvements in preservation environments.

- Production of a final report compiling material from the entire project with recommendations for specific subsequent implementation projects.

Included in the proposal from The Smith Group is the participation of several skilled workers including clerical staff, CAD draftspersons, engineer / architects, senior engineer / architects, a project executive, and principal project manager. The standards for environmental control, improvement, and sustainability will be rooted in contemporary archival preservation practices. As such, the Planning Team will monitor and encourage the project to adhere to reasonable archival preservation standards. The Planning Team will regularly review the progress of the study, creating a quality check on the direction and quality of the work as it is being done. Through the proposed work, this project will identify a variety of solutions, from low-cost, simple implementation to large-scale renovations.

Based upon the initial project report, and with the input of the Planning Team and The Smith Group, a specific project of no more than \$10,000 will be identified and implemented to meet an aspect of the recommendations. Although it is not possible to identify the specific implementation project, it is likely that this funding level can support an affordable and environmentally-friendly initiative which supports the NEH directive for sustainable and cost-effective solutions. Possible projects could include, installation of motion-activated lights (occupancy sensors) in the stacks to reduce energy use and heat, simple solutions to more closely control temperature and humidity in certain collections storage areas, replacement with LED or CFL light bulbs in specific stacks areas, or relocation of high-risk collections into spaces with optimal environments.

Work Plan

- October 2016: Hold the first meeting of the Planning Team; review the grant expectations, the testing schedule, and reporting. Specific discussion concerning the testing, environmental and preservation standards, and additional criteria for consideration including sustainability, cost effectiveness, and communication of their findings.
- November 2016: The Smith Group begins assessment field observation, communicates with the full Planning Team to discuss preliminary findings.
- January 2017: Workshop with University archivists, facilities personnel, and members of a Planning Team to review the assessment findings and discuss sustainability goals, environmental standards, and desired collection environment targets.
- February 2017: The Smith Group presents its final report and recommendations.
- March 2017: Project close and final reporting to the National Endowment of the Humanities.

Planning Team

Erik Nordberg (5% cost-share during 6-month project), Director of the Reuther Library, will serve as the Project Director. Nordberg will serve as the primary administrative junction between the Planning Team, the University Libraries System and the Sponsored Projects Administration, particularly in regards to reporting and evaluation of progress. Nordberg holds a MLIS and Graduate Certificate in Archival Administration from Wayne State University. He has completed externally-funded grant projects from the National Endowment for the Humanities, the National

Historical Publications and Records Commission, the Michigan Humanities Council, and the Michigan Council for Arts and Cultural Affairs.

Troy Eller English (5% cost-share during 6-month project), Society of Women Engineers Archivist, Reuther Library, will serve as a member of the Planning Team. Eller English holds an MLIS and Graduate Certificate in Archival Administration from Wayne State University and has ten years of experience in archives and library settings. Eller English is team leader for the Reuther Library's internal Building and Disaster Team and has been closely involved with environmental monitoring and solutions for the Library.

Deb Brazen (5% cost-share during 6-month project), Director of Planning and Estimating for Wayne State University Facilities Planning and Management, will serve on the Planning Team. Brazen will provide administrative input and additional expertise to the project. She holds Bachelors and Masters degrees in architecture, as well as a Bachelors Certificate in Sustainability. Brazen is a registered architect, a LEED Accredited Professional in Building Design and Construction, and currently holds certifications with the National Council of Architectural and Records Board (NCARB) and National Council for Interior Design Qualifications (NCIDQ).

Christa Azar (5% cost-share during 6-month project), Project Planner, Planning and Estimating, Wayne State University, will serve on the Planning Team. Azar holds a Bachelor and Master of Architecture from the University of Detroit Mercy and is a professionally registered architect in the State of Michigan. She is specialized in educational facilities and management, design and budget development, bid review, and contract preparation. She leads projects at Wayne State related to ADA compliance and classroom / flexible learning space renovation.

Kevin Shultis, Cultural Studio leader for Smith Group's Detroit office, will serve on the Planning Team. He has over 30 years of design and management experience in the architectural profession which has earned a reputation for outstanding work in cultural facilities. Shultis holds a Bachelor and Master degree from the University of Michigan, is a registered architect, is a LEED Accredited Professional, and currently holds certifications with the National Council of Architectural and Records Board (NCARB). His background includes successful leadership in projects in the cultural and learning market sectors, including the National Hurricane Museum and Science Center, Cranbrook Art Museum and Library Climate Control and Collections Protection, and the Western Michigan University School of Art.

Frank Boles, Director of the Clarke Historical Library, Central Michigan University, will serve on the Planning Team. Boles received his PhD in American History from the University of Michigan and his dissertation on UAW Local 212 drew heavily upon collections held by the Reuther Library. His book, *Selecting and Appraising Archives and Manuscripts*, remains a seminal work in the profession, he was elected a fellow of the Society of American Archivists in 1997, and has served as its president in 2009. Dr. Boles has extensive experience in executing NEH grants and participated in the renovation of the Clarke Historical Library which included close consideration of conservation standards.

Nancy Barr, Associate Curator of Graphic Arts, Detroit Institute of Arts, will serve on the Planning Team. She holds Bachelor and Master degrees in photography and art history, as well as a Graduate Certificate in Archival Administration. Her work with the Detroit Institute of Arts include collections work with prints, drawings, and photographs. In addition to collections care issues at the DIA, Leslie has experience working with The Smith Group on the design and construction of cultural collections facilities.

Leslie Edwards, Archivist, Cranbrook Educational Community, will serve on the Planning Team. Edwards hold a Bachelor degree in art, an MLIS, and a Graduate Certificate in Archival Administration. Her employment in libraries, historical societies, and, since 2002, with the Cranbrook Educational Community, has included work with the care and preservation of a variety of historical documents and artifacts. In addition to collections care issues at Cranbrook, Leslie has experience working with The Smith Group on the design and construction of cultural collections facilities.

Roberta Frey Gilboe, Chief Registrar, University of Michigan Museum of Art, will serve on the Planning Team. She holds a Bachelor degree in history and a Master degree in Museum Studies, and has been employed in professional positions with cultural collections for 23 years. This work has included a variety of art, archives, and other works on paper. Her current position at the University of Michigan includes responsibility for climate control in collections storage areas and previous employment included close work with The Smith Group on facilities projects.

Resumes for the principal members of the Planning Team are attached as Appendix 7I. In addition to these individuals, a variety of other staff from Wayne State University and The Smith Group will be involved in the testing, review, and discussion of solutions. Although their involvement may be less significant, they will include mechanical engineers, electrical engineers, building engineers, building facilitators, archivists, and records managers.

Project Results and Dissemination

The Planning Team will produce a final report, based upon written assessment information from The Smith Group which includes specific good, better, and best recommendations and an action plan for short- and long-term initiatives. The report will propose a variety of solutions, ranging from relocation of high-value and high-risk collections to the most optimal current storage areas, to improvements in HVAC monitor and control systems, and to conceptual designs for physical infrastructure improvements. These recommendations will be disseminated to executive leadership of Wayne State University's Facilities, Planning and Management division, the Dean of the University Libraries System, the Vice President Provost for Academic Affairs, and the Wayne State University President. The intention of this project is not simply a report confirming known challenges, but an action plan for decision-making, resource allocation, and improvement.

The Reuther Library will promote the project generally through press releases and promotional materials distributed via its web, blog, and social media systems to print, radio, and television media as well as the general public.