

ARL Member Representatives Retiring or Stepping Down in Spring/Summer 2018

ARL's Kaylyn Groves interviewed seven of the ten member representatives who are retiring or stepping down in spring/summer 2018. Bios are included in this document for the three directors the Association was unable to interview.

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Cliff Haka

Clifford H. Haka, director of libraries at Michigan State University (MSU) since 1997, plans to step down upon the arrival of the next director, which is anticipated mid-summer 2018. Cliff has served in several roles at MSU since 1982, from information librarian to assistant director for administrative services. He began his career at the Illinois State Historical Library and later worked at the University of Kansas Libraries before going to MSU.



Cliff earned his BA in history and education with a minor in mathematics from Western Illinois University, MA in American history from Sangamon State University, MLS from University of Illinois, and MBA from University of Kansas.

In 2007 Cliff was named “Librarian of the Year” by the Michigan Library Association. He was chair of the Library of Michigan Board of Trustees 2004–2005. In 1998 he received the Western Illinois University History Department Distinguished Alumni Award.

ARL’s Kaylyn Groves talked with Cliff in March 2018. The edited interview follows.

Why and how did you get started in librarianship?

After college I got a job as a collector for the Illinois State Historical Library, which later became the Lincoln Presidential Library. I liked historical agency work very much, but after a few years my wife and I decided Springfield, Illinois, was not where we wanted to spend our lives. I’m from Chicago and my wife is from a small town—so we decided that a large university in a small town would be a nice compromise. I applied for jobs at historical repositories at universities and quickly realized I needed an archival or library degree, so that’s why I went to library school. After I earned my MLS, I got a job at the University of Kansas in their Kansas Collection. In sharp contrast to the Illinois State Historical Library, which was a “crown jewel” of Illinois libraries, the Kansas Collection was starved for attention and support within an ARL library that had other priorities; this prompted me to pursue a more “mainstream” library position and so I applied for a position as head of circulation. Around this time I was also appointed as the staff representative on a complete renovation of the main library building. This experience piqued my interest in managing projects and in administration.

What is a highlight of your career?

I’m most proud of the staff we’ve developed here at MSU—they’re the best and brightest. A recent example of an impressive accomplishment of our staff is our successful bid for the Rovi collection. Rovi is a large media corporation, and over the span of 30 years they had collected all the CDs, DVDs, and electronic games they could find. The collection, which was located in Ann Arbor, Michigan, had become too much for them to keep and maintain, so they offered it to a handful of institutions, including the Library of Congress, the Smithsonian Institution, University of Michigan, and MSU. The bidding process was competitive. In order to bid, we had to develop a plan for storing, processing, and maintaining the collection. This was quite a challenge because the collection is titanic—it filled 14 Mayflower moving trucks, and we had to agree to remove the

collection from Ann Arbor in eight weeks. To give an example, most would say Indiana University has the best music school in the Big 10; their library holds over 70,000 albums. The Rovi collection includes 738,000 CDs of music, so by a factor of 10 we suddenly have the largest music collection in the Big 10, arguably the largest publicly accessible music collection in the world. Another challenge came with the more than 17,000 electronic games in the Rovi collection. MSU's Center on Advanced Gaming was ecstatic about gaining access to these games. But not only did we have to plan for where to store the collection and how to process it, gaming presents an additional challenge because Rovi didn't collect monitors, gameboards, controllers, etc. We formulated a plan and were the first institution to say we could take the collection. I'm very proud of the staff here for pulling together on so many fronts to accomplish this, and this is a clear indication of their overall quality and dedication.

Were there goals that you had set for yourself as an ARL director but have not yet reached?

Our Turfgrass Information Center has the largest collection of turfgrass literature in the world. It also produces an online index of this literature, the Turfgrass Information File. No commercial publisher was indexing this literature because the market to support such an endeavor did not exist—if there had been, a private vendor would have pursued this. The US Golf Association asked MSU to do it. We covered the indexing costs by building an endowment of approximately \$4 million. As time passed, people began to want access to the full text of the indexed articles. We began to provide this but it added an equally expensive dimension of obtaining permissions and scanning the articles. The first journal alone was 88,000 pages. That first fundraising campaign was a success but when we added full text we needed double the money. We've raised \$5 million but not the \$8 or \$9 million we need. Currently we're still underwriting the full-text part of the project. The database is used on five continents. Full funding would allow us to open the Turfgrass Information File for free access for the world.

What advice do you have for individuals who aspire to leadership positions/roles in libraries?

Above all else get experience working with and managing people. People are your biggest and most important resource. I don't care if you have 100 million books or a building the size of New Hampshire, things get done because of people. You need to be able to organize, motivate, and manage people. As soon as possible begin to supervise people so you're prepared to do that. If you're a really great cataloger or reference librarian but haven't managed people, budgets, or projects, you can't become a successful manager overnight. You've got to make some mistakes and learn along the way. You'll also need to be able to identify people with talent and manage them in a way that they can flourish and do great things. And it's okay if you think you want to be a manager but try it and don't like it—just do it early in your career. Get your toe in the water, try it and find out if this suits you.

What still inspires you about librarianship?

At a research institution, I see the end results coming out of the university—discoveries that help citizens around the state and around the world. Those people use library resources to underwrite their research. We are part of a broader enterprise that educates students and does world-class research that makes a difference. We put information in people's hands that helps them do great things. Before our last capital campaign, a man stood up and said that drugs developed at MSU

were the reason he was still alive; he wouldn't be here today without that research. That's enormously inspiring. Whether it's a student learning or a researcher creating new knowledge, it is inspiring to be a part of that process.

What key issues do you think research libraries will face in the next five years?

The key transition that has happened in libraries, especially during my career, is the dramatic change in the way people use libraries. Back in the '70s and '80s and into the '90s, people would come to the library and ask for help finding information on a particular topic. We spent time teaching users how to search for journal articles and books, but we didn't have much interaction with them after they got the information they came for. That began to change in the '90s when the US Census Bureau started releasing data on something called TIGER files. These files were as un-user friendly as possible. You couldn't simply hand the disk to a user. You had to sit with them, show them how to use it. That trend continued in a 100 different ways—we started assisting people with how to **use** information. Users started asking questions like, "How do I take this data and put it into a spreadsheet so I can play with it?" This was a dramatic difference in our work, what I call "post-identification utilization assistance." The challenge will be convincing more people that that's what the library does now. For example, we've hired data visualization experts to help users with big data. The library makes the most sense as the place for this activity because it's centralized. Another example: We have a makerspace with 3-D printers. A few years ago I requested \$80,000 to buy a large-scale 3-D printer. The provost denied the request because she'd received seven identical requests from around campus. I said, "That's why you should put it in the library, everyone can come in and use it. We're open 24 hours."...and we ended up getting the printer. The main issue is to convince administrators and then conduct effective publicity to get the campus community to come in and use these services. We didn't used to have to publicize—before the internet if people needed information they came to the library. They had no choice. Now we have to be more proactive to get people to come in.

What do you look forward to in retirement?

Playing golf, traveling, and spending time with our three grandkids, daughter, and son-in-law. I also want to do some volunteer work—I originally trained to be a teacher so I'd like to go back and tutor kids. I don't want to plan too much, just want to relax. The past 10 years have been intense.

Tom Hickerson

Tom Hickerson, vice provost and university librarian, has led the University of Calgary Libraries and Cultural Resources since July 2006 and plans to step down in June 2018.

Libraries and Cultural Resources combines the university libraries, university art museums, and the University of Calgary Press. Tom also serves as executive director of the university's Research Data Centre. Prior to going to the University of Calgary, he had an extensive career as an archivist, technology innovator, and library administrator at Cornell University, most recently serving there as associate university librarian for information technologies and special collections.



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Tom earned his BA and MA in history from the University of Oklahoma.

In 2001, Tom was named a Computerworld Honors Program laureate in recognition of his contributions to the “use of information technologies for the benefit of society.” He recently served as president of the Canadian Association of Research Libraries. Tom’s ARL service includes membership on the Board of Directors 2012–2015, the Strategic Thinking and Design Working Group in 2014, and the Membership Committee Visioning Task Force 2017–2018.

ARL’s Kaylyn Groves spoke with Tom in March 2018. The edited interview follows.

Why and how did you get started in librarianship?

I started my library career as an archivist. My transition to library administration followed a very active and rewarding role in archives, which included being named a Fellow of the Society of American Archivists (SAA), being elected to both the council and presidency of SAA, and serving on the International Council on Archives as a governing council member.

My transition to more library-oriented roles was gradual. It began at Cornell University. I was chair of the Department of Manuscripts and University Archives there for quite some time. I had the opportunity to take a job as an assistant director of the central library, with responsibility for Special Collections and University Archives. This was a decision to take on broader responsibility. It also involved me in the design of a new special collections library, which was a marvelous experience in and of itself. Designing the new library allowed me to realize some of my vision for the broad scope of accessibility that archives and special collections should have, which was an uncommon vision in the profession at that time. Early applications of new technologies to archival description and integration with library bibliographic networks, which broadened international access to our holdings, led me to embrace library-oriented ideas about access and use. It was unusual to apply those ideas to rare and unique materials back then. We designed the new special collections library with this vision in mind, especially with the goal of encouraging use by undergraduates.

Later, one aspect of the position at University of Calgary that attracted me was the inclusion of the university art gallery and the university press as well as the libraries. Since then I’ve added another art gallery to my responsibilities. I see this intellectual spectrum of representing the diversity of

human experience in its many and varied forms as being a common cultural responsibility that libraries are a huge component of, but not the only component. Today I still draw on the strengths of my combined experience in archives and libraries over time.

What is a highlight of your career?

I'm always interested in doing something new, something different, not because I don't enjoy what I'm currently doing, but because of the opportunity to learn and progress. There are many, many highlights as a result of that drive to do new things.

Twenty-five years ago I led the establishment of the Human Sexuality Collection at Cornell, the first major university in North America to start a collection specifically to document contemporary social and political aspects of LGBTQ life. I saw what a culturally biased role we had played towards women, African Americans, Indigenous populations, gay and lesbian people. I saw that bias applied in our research collections. We had an opportunity to address social issues as well as intellectual issues by creating a collection like this. This was quite controversial at the time. It received national news coverage and we received a fair amount of hate mail, including some personal threats. It turned out that some of the people who played a leadership role in enabling us to acquire the material were men who died in the AIDS epidemic soon thereafter, which made it even more important that we were doing what we were doing.

Among my other highlights, the principal one is leading the design and building of the Taylor Family Digital Library, one of the most innovative libraries in the world. No one had built a library quite like this before, although North Carolina State University was starting on their Hunt Library at the time. Imagining and realizing an entirely new kind of library was a tremendous responsibility. Very few people get to do that in their lifetime. We drew on innovative ideas from all over the world—the Free Library in Berlin, the Seattle Public Library. One thing I thought was very important for this building to have was raised flooring. There's an 18-inch space underneath the floor that houses all the electrical and network wires and the heating and cooling pipes. This helped us obtain a LEED Gold certification for the building and also made electrical and network connections available at every seat. Additionally, 65% of the walls are demountable, which enables the kind of changes libraries have been making recently and will continue to have to make. I always say, "Design for the library you know, the library you can imagine, and the library you can't yet imagine." This building manifests that. We were trying to envision the future of research. We put a 34.5-million-pixel visualization wall (2 x IMAX) in the library when no other library had that. Once again I had tremendous support for this project, from a group of library and university staff, especially Shawna Sadler and Steve Dantzer. Steve was an associate VP for facilities development and an engineering and architectural partner committed to the vision. I would tell Steve what I wanted to do and he would find a practical way to realize those goals.

Were there goals that you had set for yourself as an ARL director but have not yet reached?

Of course! Finishing the Taylor Family Digital Library building had a defined start and conclusion. On the other hand, realizing programs within the building continues to take time and we're always making changes. One of the great things about our profession is that we continue to envision future opportunities.

Generally, I think we as a profession have not taken advantage of the opportunities to partner and the responsibilities we share regarding the diversity of cultural repositories and art galleries. We could realize so much more in combination rather than in parallel pursuits. Multidisciplinary research today needs digital media and tools; it's no longer the collections in the stacks and some separate outcome. It's all interconnected. It hasn't happened yet but there is a powerful force pushing us in that direction. Maybe we're realizing it in the day-to-day to a greater degree than if we went up to the highest level and tried to integrate funding and so forth. It may become a commonplace, especially in universities, but we need the connection out into public institutions as well. For example, the new National Museum of African American History and Culture in DC combines archives, artifacts, and popular media to provide an integrated message. So we're starting to do that but it needs to become widespread.

What advice do you have for individuals who aspire to leadership positions/roles in libraries?

Have a broad perspective about the range of satisfying opportunities that are available in the profession. It breaks my heart when I see people who are intently devoted to doing the same thing for 30–40 years. We have such a diversity within libraries. Yes, it does require taking some risk and broadening our perspective and challenging the status quo, but we have a lot of smart people in libraries who could do a whole lot more of that. If I hadn't taken this global view of what I haven't seen accomplished, I would have missed many opportunities to contribute to new outcomes. I'm a "pragmatic visionary." Sometimes people see those two words as being in conflict with each other. I love the vision but I also want to see the impact. We have a multitude of arenas in which we can derive success.

What still inspires you about librarianship?

I'm terrifically thrilled by the things we're doing today, but I also have a sense of honor regarding the historical role that libraries have played in societies over the ages and the fact that society continues to see value in our contribution and role. We shouldn't forget to honor the role that we have had through the centuries and, at the same time, be able to envision that changing the practice of that role and adopting new roles doesn't diminish, but increases, the societal importance we can have.

What key issues do you think research libraries will face in the next five years?

Presently I'm a principal investigator on a \$750,000 grant from the Mellon Foundation focusing on the role of libraries in multidisciplinary research. The nature of research has changed greatly and libraries haven't responded enough. For this project, we brought 50 scholars from 15 different disciplines to participate in three days of workshops with outside facilitators. We expressly did not want librarians to be involved in mediating the discussion because we wanted to be sure to hear from the scholars themselves. We have taken that format into a number of applied research competitions in which the library is a full partner in the research. Our associate dean for research in humanities and social sciences gave me a quote, which has become my new mantra: "But we don't do research like that anymore." That statement really hit me in the chest. It's scarily true. I think we librarians know this but haven't been able to embrace it. Some of the new ways of doing research are new to us, some are semi-traditional roles applied in new ways, for example, data management, the application of metadata, the need for metadata schema in areas that don't yet exist, metadata as a service, digitization to integrate artifactual information into digital databases

to expand the time span or introduce new information into an analysis, visualization, visual analytics, copyright management, etc.

I also think we'll continue to be primary learning spaces. Universities can't create another manifestation of that. Many of the things I'm talking about regarding research are being applied in the undergraduate environment also. If libraries don't create these capabilities, they'll be created elsewhere. The potential for us to have a new role in the research enterprise is a great opportunity as well as a great challenge for us.

What do you look forward to in retirement?

I'm not actually retiring—I'm leaving the position of vice provost and university librarian but I'll continue to be involved in leading two research projects and continue to be involved in professional conferences. This will allow me to focus on my primary research interests, which I hope will have broad applications beyond the University of Calgary. My daily life will change in that it will be full of research, exploration, and explication yet to be realized.

Bob Hudson

Robert E. Hudson, university librarian at Boston University (BU), has led the BU Libraries since 1992 and plans to retire in summer 2018. Bob has served in several roles at BU since 1979. He was appointed director of Mugar Memorial Library in 1992 and has been university librarian since 2007. At Boston University, the university's open access policy continues to be his most distinguished legacy. Bob was very active in the Boston Library Consortium, serving several terms as president and numerous tenures as treasurer. He began his library career at Hampshire College in 1972.

Bob earned his BA in history and political science from Bethany College, his MA in medieval French and Anglo-Saxon English history from University of Massachusetts, and his MLIS from Simmons College.



© **Boston University, photo by Jackie Ricciardi**

Rick Luce

Richard E. Luce, dean of University Libraries, professor and Peggy V. Helmerich Chair, and associate vice president for research, has led the University of Oklahoma (OU) Libraries since July 2012 and plans to retire in June 2018. Prior to his post at OU, he was vice-provost and director of libraries at Emory University from 2006 to 2012. From 1991 to 2006, Rick was the Research Library director at Los Alamos National Laboratory. Earlier in his career, he held positions as the first executive director of the Southeast Florida Library Information Network (SEFLIN), director of Colorado's Irving Library Network, and assistant director of the Boulder Public Library.



Rick earned his bachelor's degree in political science from the University of San Diego, master's degree in public administration from San Diego State University, and master's degree in library and information science from the University of South Florida.

New Media Horizon Reports 2015 recognized the OU Libraries' Helmerich Collaborative Learning Center as one of only four recommended library examples of "Rethinking Library Spaces" (the only one designated in the USA). In 2005, the Los Alamos National Laboratory (LANL) Research Library was recognized as "the world's best scientific digital library." Also in 2005, Rick was awarded the Fellows' Prize for Leadership at LANL, the first ever awarded to a non-scientist. He served on the ARL Board of Directors 2013–2016.

ARL's Kaylyn Groves talked with Rick in March 2018. The edited interview follows.

Why and how did you get started in librarianship?

I'll start with the "how." While pursuing my first graduate degree, which was in public management, I was hired to work in the public administration and urban planning library because I knew the literature well and I had been an undergraduate library work-study student. After a year or so, I ended up running that public administration and urban planning library. One thing led to another and here I am today.

Probably more important is the "why." This was near the end of the Vietnam War, with all the concurrent social discord—I saw the potential power of providing access to information for the public good and as a prerequisite for an informed, participatory democracy. This was also the era of punch-card computing. I imagined using the power of computerization to expand access to all of the information held in the library. I was pretty idealistic, and am still afflicted with that idealism.

What is a highlight of your career?

It's hard to choose just one. I could not have imagined this field would provide so many interesting and diverse experiences. I've been fortunate to lead libraries in 6 different geographic locations as well as consult for 20 organizations on 6 continents. If forced to choose, what I call "big leap" turnaround opportunities have been the most rewarding. I have two examples of this:

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In 1991, I was hired to lead the Los Alamos National Lab Research Library, when management was thinking of downsizing the science library. With the digital technologies that were emerging then, they wondered if a science library was even necessary. The turnaround opportunity provided the opportunity to build a world-class team and state-of-the-art information technology for the library. By 2005 a blue-ribbon external review team recognized that library as “the world’s best scientific digital library.”

In 2012, I was recruited to the University of Oklahoma to transform the libraries. The potential for big leap transformation was very compelling. We’ve gone from the traditional book-based paradigm to reclaiming the intellectual crossroads of the campus and becoming a center for innovation, a valued campus partner, and a recruiting showcase. The transformation has rippled across campus with an impact well beyond the library. It has been especially gratifying to see this transformation given the state of Oklahoma’s seriously declining support for higher education over the past decade. We may lead the nation in terms of the rate of diminishing public investment in higher education and education in general. Being able to make a turnaround in those financial conditions was a challenge that took a lot of creative work—letting go of some activities and repositioning resources.

These big leap turnarounds are things people told me couldn’t be done. It’s really satisfying to achieve an audacious goal that others said was impossible.

Were there goals that you had set for yourself as an ARL director but have not yet reached?

In parallel with my strong belief that libraries must become learning organizations while exercising the muscle memory for agility, I have the same goal for myself as a leader. I’m always striving for continuous improvement and will never achieve that goal.

Secondly, leading the transformation of research libraries into truly 21st-century organizations requires a constancy of purpose and leadership over a sustained period of time. It takes well over a decade to see real metamorphosis. That goal has been elusive for me in the ARL context. (Both of my ARL library directorships have been for a period of six years.) Two leaders who have done this extraordinarily well were or have been at their institutions for well over 20 years: Susan Nutter at North Carolina State University and Mike Keller at Stanford University.

What advice do you have for individuals who aspire to leadership positions/roles in libraries?

I have a lot of advice. I’ve limited myself to six points:

1. **Know thyself.** Leadership is a function of actions not position. Anyone can be a leader based on their actions. Decide what you want to be known for, develop a personal vision, know where you’re going and why.
2. **Get outside.** Get outside your library to build campus relationships. Look outside your institution to explore other approaches. Go outside academia to learn from other industries and markets. Some of the best learning I’ve experienced was from visiting organizations that were not libraries.

3. **Model the change you're asking your team and organization to become.** Demonstrate adaptability. Take risks and embrace fear. Be willing to be uncomfortable and even fail. Be accountable.
4. **Focus on what's wildly important.** Narrow your focus to a few highly important goals so that you can manageably achieve them in the midst of the whirlwind.
5. **Learn how to say "no" to good ideas without saying "no" to great ideas.** Any leader surrounded by good people is going to hear lots of good ideas. Now and then you'll hear a great one. You need to be able to separate the good from the great.
6. **Battles you choose to fight should be the ones that win the war or achieve the wildly important goals.** Fight the battles that are truly strategic in terms of the war you're trying to win or the wildly important goals you're trying to achieve.

What still inspires you about librarianship?

I can still remember sitting in that public administration and urban planning library and thinking about how powerful it would be to use automation to exploit all this knowledge. And here I am today amidst the first opportunities to reframe information delivery, knowledge creation, and knowledge preservation in the 21st century. It's like the Wild West and it's really exciting. The opportunity to be creative and do meaningful work in this dynamic environment is inspiring. There's the opportunity for libraries to not just react but to provide direction, context, and meaning.

For a democracy to function, it's critical for citizens to understand where information and data comes from. Never has that kind of understanding been more important, given the political sphere in the US today with "alternative facts" and "fake news." Never has libraries' mission been more important to how we operate as a society and govern ourselves.

This field remains a great lever to make a difference in people's lives, both individually and collectively. It's a very inspiring field and time.

What key issues do you think research libraries will face in the next five years?

This response could be a book in and of itself. I've limited myself to five issues:

1. **Articulating our value—both libraries' and higher education's value—to the public.** Higher education and libraries are in a crisis regarding funding and public expectations. We have to eloquently but concisely articulate our value and the need for investment in our institutions and in our libraries. The dearth of meaningful output metrics continues to haunt us and begs for progress.
2. **Working at scale and at speed.** The problems we face in our institutions individually and especially collectively can't be solved by a single institution. Despite being funded in metaphorical stovepipes, we need to learn how to work highly collaboratively at scale. Even when we have the will, we fall into familiar patterns of incremental changes that don't disrupt the problem space and don't solve the overarching problems.

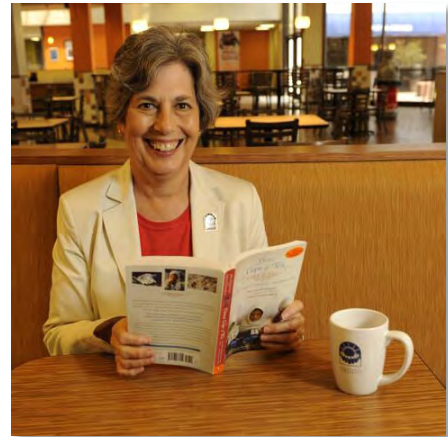
3. **Surmounting institutional barriers.** We all face these barriers: money, roles, turf, organizational culture, local politics. These things can present formidable challenges to moving forward constructively with emerging technologies. I suggest we find a path through, over, and around barriers. Examples of emerging technologies today include the integration of data analytics, augmented and virtual reality, artificial intelligence, affective computing, and robotics. We need to take on those institutional challenges in a new way.
4. **Culture.** Creating cultures of innovation and entrepreneurial thinking that will support continuous adaptation in our organizations is critical. We need a greater emphasis on strategic leadership as well as a more agile workforce. We need to embrace intellectual diversity in our own organizations and in the research library community.
5. **Addiction.** We're addicted to a scholarly communication model that is becoming coupled with the integration of data sets and impact metrics. This addiction drains financial resources and energies that could be used to tackle emerging technologies, preservation, and the four issues outlined above. Much like the opioid crisis, I fear if we don't conquer this addiction we're not going to have the resources to solve important challenges.

What do you look forward to in retirement?

Setting my own priorities while losing the tyranny of the clock. I want to take a break from the whirlwind to decide which are the things that are most rewarding and enjoyable to me—slow down the pace so I can be deeply reflective. I'm looking forward to changing my reading patterns from what I need to read to what I want to read and explore. I'll also spend more time enjoying personal relationships and soaking up the natural environment in and around Santa Fe.

Bonnie MacEwan

Bonnie J. MacEwan led the Auburn University Libraries as dean of libraries from August 2005 until her retirement in April 2018. Before going to Auburn, Bonnie served as assistant dean for collections at Penn State University for a decade prior to a promotion that added scholarly communication—and collaboration with the Penn State University Press—to her portfolio. She began her career as a librarian at Central Missouri State University and worked at University of Missouri, Columbia, before going to Penn State.



Bonnie earned her MA in librarianship from University of Denver and her BA in English from Whittier College.

She has recently served as president of the Association of Southeastern Research Libraries (ASERL) and the Network of Alabama Academic Libraries. She served on the ARL Board of Directors 2014–2017.

ARL's Kaylyn Groves corresponded with Bonnie in March 2018. The edited interview follows.

Why and how did you get started in librarianship?

While in graduate school for Soviet studies, I worked in the library at the University of Kansas. I left to spend a research year in Scotland and had the opportunity to think seriously about my future. It was then that I realized what I really loved was more related to libraries. I applied to the University of Denver's library science program, was accepted, and spent two wonderful years in Denver. I had a terrific mentor there, Fay Carey, who was an old-fashioned reference librarian completely dedicated to the students. My experience in Denver was well balanced by professors who were eager to introduce us to the revolution computers were to bring to our field—a perfect combination of traditional and forward-looking influences.

What is a highlight of your career?

Who can name just one? The opportunity to work with smart people on some of the significant changes in our profession stands out: sorting out the early days of electronic journals with Mira Geffner and the wonderful team in the Committee on Institutional Cooperation (CIC); collaborating with Peter Potter at the Penn State University Press to create the Office of Digital Scholarly Publishing; working with my colleagues here at Auburn, Marcia Boosinger and later Nancy Foster to implement our Learning Commons and the Mell Classroom Building project; writing and editing with Peggy Johnson; serving on the ARL Board with incredible leaders. I have been fortunate to work with, and learn from, too many smart and talented people to name.

Were there goals that you had set for yourself as an ARL director but have not yet reached?

Auburn is participating in the OLE/FOLIO project. I wish that were further along. I can't wait until it's a functioning catalog but I know it will take time—more time than I have in this job. Also,

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Auburn's collections budget isn't yet where I would like it to be, but I'm a collections librarian so collections can always be better and stronger in my opinion.

What advice do you have for individuals who aspire to leadership positions/roles in libraries?

Do it! This is the best job there can be. You will have the opportunity to engage with the leaders of academic institutions, have the academic deans as colleagues, work with the students and faculty to make their academic lives better and richer, and create the opportunity for the smart people who work in our libraries to do their work. I have come to work every day knowing I have the best job at Auburn.

What still inspires you about librarianship?

The students. I have a friend who always made time to watch the students going to class on the first day of the semester. It is awe-inspiring to know we have a part to play in creating the academic experience. For this reason, I love thinking about scholarly communication and how the system can be made better and more effective.

What key issues do you think research libraries will face in the next five years?

The same one we have faced every year I've been in this profession: money. It is so challenging to secure the funding we need to do our jobs well and to acquire the resources needed by the faculty and the students to do their jobs.

What do you look forward to in retirement?

Time! I'm looking forward to having time to read, to walk, to engage with my community. I see so much that needs to be done and I'm eager to spend time as a volunteer in literacy, in the food bank, and in upcoming elections. And I love the beach—we have already planned three weeks at the beach and a long visit with friends in Pennsylvania. I hope to see more of family in the Pacific Northwest and travel with friends. I am eager to say "yes" to so many things I haven't done in the past because I've always prioritized my work. I've loved every minute of my career but there is a long list of things I hope to do in the coming year. I also hope I can stay connected with the many, smart, wonderful people who have come into my life over the past 34 years of working in this field.

Carol Mandel

Carol A. Mandel is dean of the Division of Libraries at New York University (NYU), which includes the Libraries, Campus Media Services, University Archives, and the NYU Press. Carol has served as dean since April 1999 and will step down in July 2018 when she becomes dean emerita. Her work has focused on the transformation of research library infrastructures, services, and partnerships to achieve the core research library mission in the digital environment. Her publications and presentations have explored changing modes of research and teaching, new infrastructure and roles for research support, transitions and new models in scholarly communication, access to primary resources, and preservation of digital resources.



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Before going to NYU, Carol was deputy university librarian at Columbia University, associate university librarian for technical and access services at UC San Diego, and associate executive director of the Association of Research Libraries.

Carol has served as president of the Association of Research Libraries (ARL), president of the Digital Library Federation, and chair of the ARL Steering Committee on Scholarly Communication. She currently serves on the AAU/ARL/AUPresses TOME Initiative Task Force. She is the founding chair of ArchivesSpace, and is a member of the boards of directors of ITHAKA, the Council on Library and Information Resources, and the Digital Preservation Network. She is a member of the Portico Advisory Committee and has served on the boards of HathiTrust, Artstor, RLG, and on the Executive Committee of the Northeast Research Libraries Consortium. Carol was the 2011 recipient of the American Library Association's Hugh C. Atkinson Award, which recognizes innovative leadership in the work of academic libraries.

She holds a BA summa cum laude in art from the University of Massachusetts Amherst and masters degrees in art history and in library service, with honors, from Columbia University.

Carton Rogers

H. Carton Rogers, vice provost and director of libraries since 2004, has been at the University of Pennsylvania (Penn) since 1975, in various assignments spanning a wide breadth of knowledge and experience. He plans to retire in June 2018. In his current position, Carton is responsible for planning, acquiring, managing, leveraging, and preserving the knowledge, information, staff, and space resources that support Penn's instructional and research programs. He oversees 14 libraries on Penn's campus, the Library at the Herbert D. Katz Center for Advanced Judaic Studies at 4th and Walnut Streets in Philadelphia, the Libraries' Research Annex (LIBRA) in South Jersey and the Penn Libraries' vast digital resources.



Carton earned his undergraduate degree in history and political science from Marietta College and his MLS from Drexel University.

He served on the ARL Board of Directors 2010–2013.

ARL's Kaylyn Groves spoke with Carton in March 2018. The edited interview follows.

Why and how did you get started in librarianship?

In a couple of ways my start in librarianship emanated from my college experience at a small, liberal arts school in Ohio: Marietta College. I was there in the late '60s and early '70s, a tumultuous time during which I was politically active. That small college library was a sanctuary for me. I appreciated the fact that the library had materials that cut across all political spectrums. No matter what your politics were, you could find something interesting and useful to read and think about in that library, a fact that speaks to the democratizing aspect of libraries. Oscar Wilde said, "Nothing that is worth knowing can be taught." The library provided much of that knowledge for me.

Additionally, I was in Ohio about when OCLC was being formed, so there was a lot of talk of library automation in the air during that time. A close friend of mine graduated from college a couple of years before me and went to Ohio University (OU) for graduate work. He told me how impressed he was with what was happening in the OU library and, knowing that I loved libraries and books, and was fascinated by the possibilities automation held for the discovery and dissemination of information, suggested I consider librarianship as a profession.

Fast forward a couple of years, which I spent outside of the United States, I decided to come back to the US and go to Drexel University for my MLIS.

What is a highlight of your career?

It is hard to choose one. If I had to rank the things I've accomplished at Penn, repositioning special collections writ large would be at the top of my list. We did this by both creating a new physical environment for the storage and use of our most important special collections (the Kislak Center) and by developing a new team of staff to support the collections and the users who rely on them.

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For the longest time, special collections at Penn had been undervalued, both internally and externally. I've helped restore those collections to the prominence they deserve. A large part of this accomplishment was a 10-year campaign to raise \$18 million from donors for the renovations. Unveiling the space to the public was quite an amazing experience. All that hard work finally paid off. I should have retired then and there!

Were there goals that you had set for yourself as an ARL director but have not yet reached?

I was hoping to put a nice ribbon around my Penn career by finishing the fund-raising necessary to renovate our biomedical library. This would have been full circle for me because I started at Penn in the biomed library in 1975. Unfortunately it looks about the same today as it did back then. I've raised a lot of money for the project but we're not there yet. And at Penn, you can't start to "dig" without all the money needed either in hand or pledged.

What advice do you have for individuals who aspire to leadership positions/roles in libraries?

It's important to celebrate our past while we're looking toward the future. Don't forget the core values of librarianship that got us where we are today. I'm thinking especially about our legacy print collections, and how important they remain to certain constituent groups even though metrics show use is on a downward trend. Those collections are still core, and are part of our future as well as our history. But, for example, there are still print collections that aren't discoverable in the digital environment. Directors need to be very balanced in their approach to the libraries they lead; they need to take ownership of these collections going forward or what is the point of having them?

What still inspires you about librarianship?

This is a great time to be a librarian, especially a library director. I'm still quite bullish, as I was as an undergrad, on the value of libraries to the communities they serve, the important role all types of libraries play in society. We serve so many different roles. We're the collectors, preservers, gatekeepers of knowledge. And I cannot overstate the value of libraries as place, as communal spaces within their larger communities. As connected as students are digitally, they still need human interaction—interaction with each other, with librarians, with faculty. The library provides that vibrant, vital experience of community building.

I'm especially proud of my library colleagues' work with first-generation students at Penn. We give workshops geared toward first-gen students and hire interns from the first-gen community to work with other first-gen students. So many first-gen students come from high school experiences where they haven't had the same kind of exposure to technology that other Penn students have. It's important to close that gap and give all students the best chance at success. As long as libraries continue to look outward, not inward, they can have a huge impact on the community.

What key issues do you think research libraries will face in the next five years?

In many ways, I think they'll be facing the same challenges we're facing now. The rapid, almost disruptive, rate of change in technology is difficult to anticipate and keep up with. There will also be quite a lot of staff turnover due to retirements in the next five years. Opportunities come with

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the turnover but we'll be losing a lot of library history. And libraries always face the challenge of maintaining a position of prominence on campus. We need to be aware of what's happening on campus and find new areas of engagement, areas in which no one else is active. These are all opportunities as well as challenges.

What do you look forward to in retirement?

My wife and I hope to travel and spend time with our grandchildren. I also look forward to reading every book P. G. Wodehouse wrote, in chronological order—I just hope to live long enough to get through them all!

Ed Van Gemert

Edward V. Van Gemert, vice provost for libraries and university librarian, has led the University of Wisconsin (UW)–Madison Libraries since 2012 and plans to retire in May 2018. Ed has served in many roles at UW Libraries, starting as Media & Microcomputer Center librarian in 1989, serving in various managerial roles in Public Services through the 1990s, and moving up to deputy director of the General Library System in 2003. He was interim director for the year of 2012 before being appointed to his current post in January 2013.



Ed earned his BA in political science and MA in library science from UW–Madison.

ARL’s Kaylyn Groves talked with Ed in March 2018. The edited interview follows.

Why and how did you get started in librarianship?

I started working in Memorial Library as an undergraduate in 1971; 47 years ago. I was immediately drawn to the work because I’ve always been curious about learning new things. I was one of those students who fell in love with every class I took and all subjects. I ended up with a political science degree but was only a few credits short of degrees in history and geography. I contribute my start in librarianship to several mentors and teachers who were generous with their time and their talents. They encouraged me at every step.

What is a highlight of your career?

I may be one of the few remaining ARL deans/directors to have spent their entire career from start to finish at the same institution. There was a time when I thought that might be a liability, but no longer. I’m proud and grateful to have had all the amazing opportunities I’ve had at one of the finest public research universities in the country.

I’m mindful of my work on the development of the HathiTrust Digital Library and the university’s early engagement with the Google Books Project. And, I’m pleased to have had a part in numerous important campus partnerships that have led to major remodeling and construction projects over the years.

Another highlight of my career has been meeting and working with all of the amazingly talented colleagues at ARL, Big Ten Academic Alliance (BTAA), and the Council of University of Wisconsin Libraries (CUWL).

Were there goals that you had set for yourself as an ARL director but have not yet reached?

When I was appointed, I was fortunate to be given three helpful directives by the provost: (1) align the libraries’ strategic planning with that of the campus, (2) build an advancement/development program for the libraries, and (3) cultivate campus partnerships especially in teaching and learning

to position the library for opportunities that arise around active learning, such as repurposing spaces. We've been remarkably successful on all three of these directives. However there was a fourth goal, not mentioned by the provost, that I knew needed to be addressed: an internal reorganization of the library. I underestimated how long it would take to accomplish reorganization; it is a work in progress.

We've made significant headway on the three directives the provost gave me, but advancement/development work is largely relational and does not often bring an immediate benefit. For example, we're currently working with a number of people wanting to bequeath the libraries significant planned gifts. There is also the challenge of attracting donors when the library does not have alumni—no one graduates from the library, but everyone uses the library to graduate. Given more time I would have liked to have had more of an impact in the area of advancement/development. Twenty years ago in public universities there was less of a focus on advancement/development; it has become a significant part of my job and the same is true for all of the deans across campus.

What advice do you have for individuals who aspire to leadership positions/roles in libraries?

I learned the most from a job many people told me not to take. In that job, I truly learned how and why people use research libraries. It was very valuable to my overall learning. Think career rather than job. Ask yourself, "What skills am I learning and how can I best contribute to the organization?" Find your mentors and use them. Build your confidence and trust your intuition. Do your homework, as leadership positions are challenging but also very rewarding. Build strong relationships across campus.

What still inspires you about librarianship?

Although I work in a university research library setting, I'm an enthusiastic public library user and supporter. I support literacy causes in the community and I'm very pleased to see how the Madison Public Library, as well as other public libraries, use creative methods to build community. I believe that libraries are fundamental to our democracy. They always have been and they always will be if I have anything to say about it.

UW–Madison Libraries are fortunate to have a wonderful relationship with the School of Information here at UW–Madison. It's a mutually beneficial relationship. I enjoy meeting with the iSchool students and I'm so impressed with the broad range of skills and talents they're bringing to librarianship. The future looks bright!

What key issues do you think research libraries will face in the next five years?

There is so much change occurring within higher education that it's hard to predict exactly what libraries will be in the future. For example, students are making academic and career choices that have a direct impact on academic disciplines within the university, which of course has an impact on libraries. Advancement and development for the purpose of modernizing library spaces to meet these changing needs will continue to be prominent.

One of the biggest issues facing research libraries is workforce development. My age group got its start when library work was very transactional, process-driven, and operational. Today, with as much mobile use of technology as there is, all of our programs and services are available 24x7. This

requires more highly paid developers and programmers. There's a growing need to tell the evolving story of the library to campus administrators, funders, and donors, as we manage change, workforce development, and limited budgets. And, although progress is being made to diversify our staff, more work is needed here.

There are many new opportunities. The chance to build campus partnerships and become a more vital part of the research cycle is an interesting area that most research libraries are involved in. Research data services is an exciting part of that. We're making great strides in that area here at UW-Madison.

What do you look forward to in retirement?

I look forward to not setting the alarm clock for 5:00 a.m. and to having more unstructured time. Recently, upon coming out of retirement, David Letterman said that he had been especially looking forward to spending more time with his family but he forgot to ask them if they felt the same way. I don't want to make that mistake.

My wife Susan and I look forward to enjoying travel to new places at our own pace.

And, we have two lovely granddaughters who bring us much joy and we want to be there for them.

I have several lifelong interests that I want to further develop: playing piano, taking long bike trips, reading (of course), swimming, and doing volunteer work in the community with literacy groups. I simply want to be open to what life has to offer.

Leslie Weir

Leslie Weir, university librarian at the University of Ottawa (2001–2018), is a member of the Faculty of Graduate and Post-doctoral Studies and holds a cross-appointment at the School of Information Studies (ÉSIS), which she founded in 2008. Leslie plans to step down in the summer of 2018.

Leslie has played many key roles in the Canadian library landscape, including president of the Canadian Association of Research Libraries (CARL) from 2008 to 2010, chair of the Ontario Council of University Libraries (OCUL) from 2010 to 2012 and member of the Board of the Canadian Research Knowledge Network (CRKN), formerly the Canadian National Site License Project (CNSLP) from 2001 to 2009 and from 2011 to 2013. She was the principal investigator on the CRKN Canada Foundation for Innovation-funded \$46 million project, Digital Content Initiative (DCI) for Human and Social Sciences. Leslie is one of the original architects of state-of-the-art research infrastructure, OCUL's Scholars Portal. She was also president of Canadians.org from 2012 to 2016 and is currently past-president of the Ontario Library Association, the largest library association in Canada.

Internationally, Leslie has served on the Executive and Board of the Centre for Research Libraries (CRL) from 2005 to 2015, the Executive and Board of the Council on Library and Information Resources (CLIR) from 2011 to 2017 and is currently on the Board of the Association of Research Libraries (ARL) as well as Secretary of the Management & Marketing Section of IFLA.



Julia Zimmerman

Julia Zimmerman has been dean of University Libraries at Florida State University (FSU) since 2007. She will retire in June 2018. Prior to her appointment at FSU she served as dean of Libraries at Ohio University, beginning in 1999.

From 1979 to 1999 Julia held positions at Georgia Tech, as head of the Systems Department, assistant director for Information Services, and finally associate director for Operations. Her first professional position was as a serials cataloger at Penn State.



Julia's undergraduate degree is from Florida State University, where she got her first taste of library work. She received her graduate library degree several years later from Emory University.

Julia has been actively involved in professional organizations including the American Library Association (ALA), Association of College & Research Libraries (ACRL), Association of Southeastern Research Libraries (ASERL), LYRASIS, OhioNET, and ARL and has served on numerous boards and committees at all levels. She has held leadership roles in consortia in Georgia, Ohio, and Florida. She was one of the founders and early leaders of GALILEO, the state of Georgia's comprehensive online library system.

Throughout her career Julia has championed new types of information services and innovative library facilities, stemming from a lifelong belief in the library's role in student and faculty success. She has received awards for exceptional library service, crisis management, and was most recently presented with the "Best Dean" award by her staff.

ARL's Kaylyn Groves corresponded with Julia in April 2018. The edited interview follows.

Why and how did you get started in librarianship?

I fell into it. After graduating from college I needed a job, any job, and was offered a clerical position in cataloging at Florida State University's library. I'd always been a reader and library user so working in a library appealed to me, especially on the campus where I felt so at home.

But I didn't really fall in love with library work until my next job, which was in the Law Library at Wake Forest University. It was lots of fun, partly because the work was so varied, but also because I had the best boss in the world, Vivian Wilson. She convinced me to make the commitment and go to grad school.

What is a highlight of your career?

We did some groundbreaking work in technology at Georgia Tech. The pinnacle, probably, was an initiative to load databases on local computers for direct public access. In the '70s and early '80s virtually all access was mediated by librarians, an incredibly clunky process that we knew could be improved. So in 1985 we developed the necessary search software, negotiated with a few

engineering database producers to purchase their data, loaded it, and gave our students and faculty unprecedented, direct access—the first library in the country to do so.

Were there goals that you had set for yourself as an ARL director but have not yet reached?

My appetite for facilities improvements is bottomless. I would love to have designed and built a library from the ground up.

What advice do you have for individuals who aspire to leadership positions/roles in libraries?

The organization will be a reflection of who you are as a person and a professional. Bring your best game. Communicate a compelling vision for the organization and—especially—a vision for the value the library brings to the university as a whole. Hire smart, talented, creative, motivated people and invest in them. Work hard and set a high standard. Most importantly, and to paraphrase an influential mentor, there is no substitute for absolute, unflinching integrity—it's what makes a leader.

What still inspires you about librarianship?

Collectively, as a vast community, we ensure the continued creation of knowledge and preservation of the world's intellectual heritage. It's an awe-inspiring mission and, while there is always room for improvement and plenty of challenges yet to be tackled, it's something that we have done pretty well.

My work with consortia and other library organizations has been rewarding for many reasons, but one of the big ones has been witnessing the strength of libraries working together. We can do so much more together than we can do alone, and frankly, librarians do this better than just about any other profession.

What key issues do you think research libraries will face in the next five years?

There are many, but I always come back to the continuing need to articulate our value to our parent institutions and society in general. Libraries are still misunderstood and underestimated.

What do you look forward to in retirement?

Time to do all the things I've deferred: traveling without deadlines; making music and art; reading a long, long list of books; writing; sleeping late; cooking fabulous meals to enjoy with my family and friends. I could go on and on.