

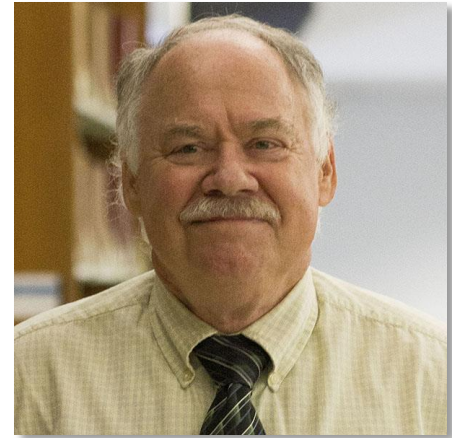
ARL Member Representatives Retiring or Stepping Down in Spring/Summer 2019

ARL's Kaylyn Groves interviewed two of the three member representatives who are retiring or stepping down in spring/summer 2019. A bio is included in this document for the director the Association was unable to interview.

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Patrick J. Burns

At Colorado State University (CSU), Pat Burns has served as dean of libraries since 2008 and vice president for information technology since 2006. He earned a PhD in mechanical engineering in 1978 from the University of California at Berkeley and has been on the faculty at Colorado State since then, serving as professor of mechanical engineering (1990–present), director of Academic Computing & Networking Services (1998–2004), and associate vice president for information & instructional technology (2004–2006). He plans to step down in September of 2019.



ARL's Kaylyn Groves spoke with Pat in March 2019. The edited interview follows.

Why and how did you get started in librarianship?

I have always loved libraries. When I was growing up, my mom took myself and my two brothers to the public library often. We had one car, which my dad drove to work, so the four of us walked the couple of miles to the library and carried our books to and from home. In high school, I worked in the library, shelving books according to the Dewey Decimal System! Then I spent years in the library at UC Berkeley doing PhD research. When I came to Colorado State University as an assistant professor, I spent the first month in the library preparing my lecture notes for the first class I was to teach. So libraries have been an important and beloved part of my whole life.

About every 10 years at Colorado State University, I've made a major change in my career path. I spent the first 10 years teaching and researching in mechanical engineering. In the second decade I became the director of Westnet, a digital network that connected research universities in six western states. Following that I moved into managing central IT for 10 years. Then I added libraries to the mix. That started to percolate in 2006, when the CSU president formed a Library 2020 Task Force and appointed me as a member and chair of the infrastructure subgroup. The task force was charged with forecasting what the library would be like in 2020. We released our report in 2008, predicting that the library would be all digital by 2020. Around the same time, Catherine Murray-Rust moved from CSU to Georgia Tech, and our president, seeing the potential synergies between IT and libraries, asked me if I'd like to wear a second hat as interim dean of libraries. I'm unable to say no, so they appointed me interim in 2008. They removed "interim" from my title in 2010. I am fortunate to have assistant deans who actually are librarians—they save me from making big mistakes!

What is a highlight of your career?

A second CSU presidential task force, this one on libraries and IT, recommended that the university consolidate academic technology with library technology, so I moved Academic Computing & Networking Services into the libraries as a department in 2010. By consolidating the two staffs, we saved \$300,000 per year and improved the quality of the staff. This proved to be fortunate timing because we had to cut \$1.2 million from our budget in 2010 and 2011. I found a way to save the additional \$900,000 needed by being the first library to join the Electronic Books Library using Shibboleth federated login, where we rent e-books instead of buying print books.

After we made these two changes, the chair of the Faculty Council Committee on Libraries told me we were delivering better service than before \$1.2 million budget cut!

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

The biggest goal I was unable to achieve was working with ARL to do something really progressive about the egregious inflation of serial prices that has run far above the consumer price index for decades. I worked on this for a couple of years with Elliott Shore when he was executive director, but then I had a hiatus to take care of some health problems. I'm keenly interested in what's happening with Plan S in Europe and in the UC system. ARL has enough clout that they could have an impact too.

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

First and most important, build solid, trusted relationships with the provost, president, cabinet, and council of deans. It's all about relationships and doing the right thing for the institution. As Mark Twain said, "Always do right. This will gratify some people, and astonish the rest."

Secondly, I've learned from our Faculty Council Committee on Libraries that most faculty love not having to come into the library to browse the stacks. Delivering more content digitally in a nice interface is a highly valued service. To paraphrase Teddy Roosevelt, a modern research library has got to be progressive, or else it will soon cease to be a modern research library.

What still inspires you about librarianship?

We've been able to do good for the institution. That makes me feel good. I like to do good and do well—that's in my DNA.

Librarians are incredibly service oriented. It's a pleasure, honor, and privilege to see the service they deliver to the institution. Librarians are so incredibly dedicated and their expertise and attitudes are excellent. That's extremely inspirational to me.

For the 150th anniversary of the university, we're making a video using digitized materials from Archives & Special Collections. It will be great to see that and consider how the university has changed, how it will change in the future, and how the library fits into that. That kind of long view gives us the inspiration to keep up with the many changes in higher ed—demographic changes, falling enrollment, the trouble smaller regional institutions are having, online education, Executive Orders coming down, etc.

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

Research libraries have to adapt to a new normal. There is demand for more self-service and more digitization. Look at Google Books and HathiTrust—the same thing is being done with government documents now. Large projects like that will change the landscape for research libraries. CSU Libraries has absorbed the university's geospatial center that provides GIS services for more than 30 departments. They put up Google Liquid Galaxy that splashes GIS images over an entire wall. We have an artificial reality (AR) cave. Libraries need to look at AR and artificial intelligence (AI) and see where those developments go. Those are challenges we'll face and overcome and do good things with.

What do you look forward to in the next phase of your life?

I'll be going to work for the CSU System half-time as CIO. I think I can do some good at the system level, make things more efficient and more effective with services shared across the system, at scale. For example, we have implemented the DSpace digital repository software for eight libraries. And half-time feels about right to me at this stage. I've been at CSU for 41 years and done enough damage, it's time to let someone else in!

I'm also looking forward to spending more time with my wife and doing more reading. I have about 200 books in the basement waiting to be read. Before I became dean it had been years since I'd read literature. I told our Friends of the Library Board that our joint author programs with the public library got me reading literature again. The Friends Board chair proclaimed, "We've saved you Pat!" I'm looking forward to going to more author programs as well.

Is there anything else you would like to say?

It has been a huge pleasure, honor, and privilege to get to know other ARL deans and directors—some giants in the field—whom I respect a great deal and call my friends now. The historian Shelby Foote said, "A university is just a group of buildings gathered around a library." The library is the nexus of what happens at the institution, it fuels the academic enterprise. It has been fascinating for me to be involved in that.

Nancy Busch

A member of the University of Nebraska–Lincoln (UNL) Libraries faculty and administration since 2003, Nancy Busch has been dean of libraries at UNL since July 2013, after serving as interim dean for one year. Prior to going to UNL, Nancy served as deputy director of the Nebraska Library Commission from 1989 to 2003. She has also directed the Panhandle Library System in Nebraska, served as Gila County (Arizona) Library System director, and served in numerous other libraries and locations, including with the Peace Corps in Nicaragua. Nancy plans to step down as dean at the end of June 2019.



ARL's Kaylyn Groves interviewed Nancy via email in April 2019. The interview follows.

Why and how did you get started in librarianship?

Libraries called my name early. Growing up in a rural Iowa town of 2,500 souls, the public library (an old Carnegie) was a haven and the window to a much larger world. I read everything I could get my hands on. When I went to college at the University of Iowa in 1968, I discovered Iowa had a master's in library science program that allowed students to take up to 12 credit hours as an undergraduate, which I did. In January of 1972, I earned a BS in experimental psychology and promptly began the 36 credit hour MLS, finishing in December of 1972. In early January 1973, I started my first professional library position as assistant director of the Red Wing Minnesota Public Library.

What is a highlight of your career?

Becoming dean of University Libraries at the University of Nebraska in 2012 would certainly be one of the highlights. In that role there have been many highlights such as planning, renovating, and opening a highly successful learning commons (the Adele Coryell Hall Learning Commons) and seeing students reconnect with the library spaces in new and exciting ways.

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

No, not really. I became a dean at age 62 and intentionally concentrated my efforts and strengths in helping to transform the library facilities at Nebraska as well as form a more active consortium of libraries in the Nebraska University System. After nearly seven years of such efforts I am delighted to pass the baton to the next generation of very talented and creative library faculty and staff at Nebraska. Nebraska joined the Big Ten Academic Alliance in 2010 and that circumstance has contributed to many beneficial collaborations and opportunities to grow.

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

Be mobile, flexible, and creative about your career. I have worked in public, academic, state, and system libraries, and taught in library schools during my 47-year career. I went back to earn a PhD from the University of Michigan School of Information in 1985 (finishing in 1990) and found that

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experience opened up a whole new world of connections and possibilities. I have loved every minute (well, most minutes) of the library profession and would choose it all over again.

What still inspires you about librarianship?

The one-on-one interaction, sometimes alchemy, between you and another human who is also curious and wanting to learn and question and grow. That still floats my boat.

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

Sustainability issues will likely always be with us, as will trying to juggle a host of roles that we play in society, most of which seem critical. Scholarly communication, publishing, and preservation of knowledge and data are huge challenges. And recruiting the next generation of librarians and other staff will require continued effort.

What do you look forward to in the next phase of your life?

Time (read Carolyn Heilbrun's *The Last Gift of Time*). Deep reflection on things big and small (who has time to do that now?). More walks and yoga and time with friends (two- and four-legged). More laughter (not always appreciated at serious meetings). Giving back to my community as a volunteer. Just being.

Bernard F. Reilly Jr.

Since 2001 Bernie Reilly has served as president of the Center for Research Libraries (CRL). He has led the growth and expansion of CRL as an international consortium devoted to supporting advanced research in the humanities, sciences, and social sciences. He plans to step down June 1, 2019.

Bernie has written and spoken widely on issues surrounding the integrity and survival of critical documentation and evidence. Reflecting these interests, he has served on numerous Association of Research Libraries committees and working groups in the areas of collections, preservation, and scholarly communication.



Prior to going to CRL, from 1997 to 2001, Bernie was director of Research and Access at the Chicago History Museum, where he directed digitization and dissemination of the museum's library, archives, and architecture, audio, television, and photography collections. From 1987 until 1997 he served as head of the Curatorial Section in the Prints and Photographs Division of the Library of Congress.