

# ARL Member Representatives Retiring or Stepping Down in Summer 2020

ARL's Kaylyn Groves interviewed three of the four member representatives who are retiring or stepping down in summer 2020. A bio is included in this document for the director the Association was unable to interview.

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### Mary M. Case

#### Professor and University Librarian and Dean of Libraries, The University of Illinois at Chicago

Mary M. Case has led the libraries at The University of Illinois at Chicago (UIC) since 2004. She plans to retire this summer. At UIC, Mary is responsible for the Richard J. Daley Library and the Library of the Health Sciences at Chicago and its regional sites in Peoria, Rockford, and Urbana. She worked with students and library staff to transform library spaces in all facilities to support 21st-century learning styles and pedagogical practices, dramatically increasing use. She also introduced initiatives to support new forms of scholarly publishing, including an institutional repository and open source journal publishing system. Mary emphasized the collection of primary resources, focusing on collecting and preserving the papers of Chicago social, community, and political-based organizations and key leaders.



Prior to joining UIC, Mary was director of the Office of Scholarly Communication at the Association of Research Libraries (ARL). At ARL, she was responsible for activities related to the production, dissemination, use, and preservation of scholarly information and helped develop SPARC (the Scholarly Publishing and Academic Resources Coalition). Earlier in her career, she headed serials and acquisitions units at the Northwestern University Library and then served as director of program review at Northwestern in the Office of the Vice President for Administration and Planning.

Mary served as president of ARL in 2016–2017, on the ARL Board of Directors in 2013–2018, and on numerous ARL committees and working groups, including chairing the Nominating Committee in 2018, the Finance Committee in 2016–2018, the Membership Committee in 2016–2017, the Financial Strategies Task Force in 2015–2016, and the Fair Use and Related Exemptions Working Group in 2008–2010. She is a former president of the Board of Directors of the Association of Library Collections and Technical Services (ALCTS) and a former chair of the Board of Directors of CARLI, the Consortium of Academic and Research Libraries in Illinois. She was a founding member and president of the Board of the Chicago Collections Consortium (CCC). Mary was presented the 2018 Ross Atkinson Lifetime Achievement Award by ALCTS.

ARL's Kaylyn Groves interviewed Mary via email in April 2020. The interview follows.

#### Why and how did you get started in librarianship?

While in graduate school at Northwestern and needing a job, I took a friend's suggestion and applied for a position in the library checking in serials. When I decided to leave the PhD program, I was offered a full-time staff position in serials cataloging while I looked for jobs teaching in junior colleges. I actually enjoyed the serials work and got to experience up close the early development of NOTIS. Fortunately, I had a wonderful supervisor and mentor who encouraged me to go to school and get my master's degree. I am so glad I finally took her advice. I went off to the University of Michigan and have never looked back (except for going back to Northwestern in a

professional position upon graduating!). Who knew you could have a career doing something you love?

### **What is a highlight of your career?**

I have been fortunate to have held positions that allowed me to contribute to the building of two new organizations. While the director of the Office of Scholarly Communication at the Association of Research Libraries (one of the best jobs I ever had), I worked with members on creating SPARC, the Scholarly Publishing and Academic Resources Coalition. SPARC was intended to catalyze new cost-effective publishing and to communicate broadly the significant issues with the system of scholarly publishing. I don't think any of us involved in the early days could have imagined the profound impact SPARC would have on federal, state, and grant-funder commitments to openness around the globe. SPARC's two executive directors, Rick Johnson and Heather Joseph, have worked tirelessly with passionate steering committee members over the years to make this happen. The urgency of the current pandemic only reinforces the necessity for research products and data to be available quickly and openly.

While at the University of Illinois at Chicago (UIC), I have had the privilege of collaborating with colleagues in the greater metropolitan area to create the Chicago Collections Consortium (CCC), a new nonprofit organization focused on promoting the history and culture of Chicago. Now with almost 50 members, including libraries, museums, historical societies, and other scientific and cultural organizations, the CCC hosts a portal of digital images and finding aids of member collections, and offers programs and workshops.

I am proud of what both of these organizations have accomplished and am humbled to have played even a small role in their beginnings.

### **Were there goals that you set as a director that you have not yet reached?**

While we have made quite a bit of progress on facilities renovations over the last decade, there is still much to do. I had hoped before I left to see the renovation of one more floor in our Daley Library (our main library building) and in our Library of the Health Sciences. But budgets and delayed planning have not allowed that to happen. We were able, however, to draw up a program plan for an addition to the Daley Library, which has made it to the capital list for the university system. I hope my successor will someday have the pleasure of undertaking that project.

I have also been working with the campus CIO for a few years on a proposed Data Governance Committee as a part of the overall IT governance structure on campus. Changes in key campus administrators, budget issues, and our own workday capacity delayed this effort. We were about to launch the committee this spring, but COVID-19 has delayed it yet again. This is such an important effort that I hope the committee will be up and running in the fall.

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

My husband frequently reminds me of the old military adage: "No plan survives first contact." We spend a lot of time planning in libraries, but sometimes we just have to figure it out on the fly. I can't think of a better example of this than the pandemic situation we are in right now. While it hasn't been painless, we are transforming our operations in ways we didn't think possible. I wouldn't want to work like this all the time, but I do think it points out the need to be flexible,

creative, open, and humble. We make decisions with the best information we have at the time. We will get it wrong along the way—admit it, fix it, and move on.

### **What still inspires you about librarianship?**

I am still inspired by the passion of librarians for their user communities and their commitment to the principles of our profession—equitable access, freedom of information, and privacy, just to name a few. Having had the opportunity to host the ARL Kaleidoscope Scholars over the last couple of years, I am sure that these new professionals will not only continue to serve their communities, but also serve them in more equitable ways that acknowledge and preserve everyone's stories.

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

One key issue facing research libraries, in my mind, is leading our libraries to become the inclusive, equitable organizations that will be required to attract diverse professionals and serve our increasingly diverse communities. While culture change takes a long time, we must find ways to accelerate the changes needed in the structures of our organizations and the expectations of those who work there. We can't afford to lose this whole generation of passionate librarians, some of whom despair of us and the profession, and a generation of students who find us irrelevant.

I also believe that issues with scholarly communications continue to be core for research libraries. Will the current pandemic finally tip the scale to openness and lead governments and funders around the globe to establish policies that require immediate access to peer-reviewed articles and data resulting from research funded by them? Will transformative agreements and grant-funded article-processing charges (APCs) be enough to sustain open access publishing? Is there a real appetite for the academic community to build infrastructure that could be cost-effective enough to sustain a new system that the original founders of the Public Library of Science envisioned almost 20 years ago? And as the major publishing companies move into other areas of university life—research management and analytics, teaching and learning platforms—who will own the data and protect the privacy of the subjects and users of these systems? These are all central questions for the future of the academy where leadership from research libraries is essential.

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

First, I'm looking forward to spending more quality time with my husband. Working from home is giving us a preview, but certainly won't be the same! I am also very much looking forward to not setting the alarm clock, to reading a book all the way through, getting in shape, and traveling (once that becomes safe again—Italy had been high on my list!). I have a list of hobbies I'd like to pursue and would like to be able to take the time to cook more creatively. Once restored, I plan to volunteer with the Chicago Collections Consortium—behind the scenes doing grant writing or office work. And of course, connect with family and friends.

### **Is there anything else you would like to say?**

I have had a fulfilling career and have been privileged to work with wonderful people in great organizations. I wish everyone as much happiness as I have had.

### Susan Gibbons

**Stephen F. Gates '68 University Librarian and Vice Provost for Collections and Scholarly Communication, Yale University**

Susan Gibbons became Yale's university librarian in 2011 and joined the Provost's Office in 2016 as deputy provost for collections and scholarly communication. In July 2019, she was appointed vice provost for collections and scholarly communication. In this new role, Susan focuses on further connecting Yale's world-class collections with the university's mission of education, research, preservation, and practice. In addition to the Yale University Library, her portfolio of responsibilities includes the Institute for the



Preservation of Cultural Heritage at West Campus, the Paul Mellon Centre, Yale University Art Gallery, Yale Center for British Art, Yale Peabody Museum, and Yale University Press. Susan will step down as university librarian July 1, 2020.

Prior to going to Yale, Susan held library positions at Indiana University, the University of Massachusetts Amherst, and the University of Rochester, where she was vice provost and Andrew H. & Janet Dayton Neilly Dean of the River Campus Libraries in 2008–2011. She holds MLS and MA degrees in history from Indiana University, a professional MBA from the University of Massachusetts, and a doctorate in higher education administration from the University of Rochester.

Susan has served on the Association of Research Libraries (ARL) Board of Directors since 2013 and as ARL president in 2018–2019. She has served on numerous ARL committees and working groups, including chairing the Nominating Committee in 2020, the Governance Committee in 2017–2018, and the Transforming Research Libraries Committee in 2013–2016.

ARL's Kaylyn Groves interviewed Susan via email in April 2020. The interview follows.

#### **Why and how did you get started in librarianship?**

My mother worked as a cataloger in the local county library and, during the summers, she would take us into work with her and “loan” my brother and me to any department that had work appropriate for small children. Later in life, when it became clear that a career as a medieval historian wasn't right for me, I was fortunate to be at Indiana University where a double master's in history and library science was possible. I knew that I didn't want to leave the academy, and librarianship was both familiar and a way to stay in the academy.

#### **What is a highlight of your career?**

I have had the incredible honor of serving as the university librarian at Yale University for nine years. To be entrusted with that responsibility was truly humbling, and the awe I felt at the beginning never went away. While the collections and buildings at Yale are astonishing, it is the library staff who inspired me every day.

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

My advice to those who aspire to leadership roles in libraries is to recognize that a university librarian is a small part of a much larger, complex organization. It is important to spend a great deal of time learning as much as you can about the goals and strategic priorities of the institution and its component parts so that you can then help to highlight the critical role that the library plays across numerous initiatives. I believe that being a successful library leader at a university first requires you to be seen as a university leader.

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

The next phase of my life isn't retirement. Rather, I am moving full-time into the role of vice provost for collections and scholarly communication. I will focus holistically on the collections of Yale, which are in museums, as well as libraries, to consider how teaching and research can be further enhanced through engagement with physical and digital collections. I am very excited to explore these questions at scale and to continue to learn from my museum colleagues.

### Is there anything else you would like to say?

One of the things that I know I will miss the most will be my ARL colleagues. My new role doesn't come with an obvious professional association and peer group. I feel somewhat unmoored when I consider my professional identity without ARL and my ARL colleagues at the center of it.

## Catherine Murray-Rust

### Dean of Libraries, Georgia Tech

Catherine Murray-Rust has served as dean of libraries at Georgia Tech since 2008. She plans to step down this summer. Catherine is responsible for leading the reimagining of the Georgia Tech Library for the 21st-century, including a \$90 million renovation of the library buildings and the transformation of the library's organization and operations. She frequently writes and presents about the future of academic research libraries in the changing landscape of higher education.



Prior to becoming dean at Georgia Tech, Catherine served as the dean of libraries at Colorado State University, associate university librarian at Oregon State University, and associate university librarian at Cornell University. She holds a postgraduate degree in library and information studies from the University of London and a charter in librarianship from the Library Association of Great Britain.

Catherine has served on the Association of Research Libraries (ARL) Board of Directors since 2018 and has chaired the ARL Governance Committee since 2019. She has served on several other ARL committees and working groups, including the Innovation Lab Committee as vice chair in 2016–2017 and chair in 2017–2018. Throughout her career, Catherine has served as a board member and officer of several other library advocacy organizations, including the American Library Association, Research Libraries Group, Orbis Cascade Alliance, Greater Western Library Alliance,

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Colorado Alliance of Research Libraries, Association of Southeastern Research Libraries, and Georgia's Galileo and Regents Academic Committee on Libraries executive committees.

ARL's Kaylyn Groves interviewed Catherine via email in April 2020. The interview follows.

### **Why and how did you get started in librarianship?**

After finishing my undergraduate degree in international politics, I left the US to become a graduate student at the University of Dar es Salaam in Tanzania. Two years later, I moved with my English fiancé when he was offered a teaching position in London.

At the time, many employers in the UK did not recognize American undergraduate degrees and it was hard to get work. I finally found a job as a group-booking agent for a large UK package-tour company. A year later, I was accepted into the University of London Post-graduate Diploma in Library and Information Studies program, which was the formal education part of the process of earning a charter in librarianship from the Library Association of Great Britain.

The charter required one year of library service, one year of graduate study, and another year of supervised library service. My previous experience in international development helped me secure a position setting up a library for the Voluntary Committee on Overseas Aid and Development before and during the time I was in library school. After I passed my exams, I did my post-diploma year at the Reuters News Agency library. My supervisor was an Australian professor who was the faculty expert on special libraries. He also supervised students from what he laughingly called "the former colonies." My meetings with him took place in the company of all the Aussie journalists at the Punch Tavern on Fleet Street where Foster's Lager on draft was always available. I learned far less about libraries in those sessions than I did about politics and sports from a Down Under perspective.

Having a "foreign" library degree presented problems every time I applied for a position in the United States. There is a letter in my personnel folder at Cornell University, which I was never allowed to read. In it, I was told, the University of London huffily asserts that my degree is better than any MLS in the US. When I was hired at Georgia Tech, I spent three months and 60 British pounds securing my transcript from the University of London, which Tech later misplaced and miraculously found when I refused to go through the process again. When I was president of the Library Leadership and Management Association (LLAMA) and Michael Gorman was president of the American Library Association (ALA), we had hilarious chats about the years in which he and his fellow British expat Norman Horrocks were the two members of the ALA accreditation committee for foreign degrees.

### **What is a highlight of your career?**

I am one of those people who can never answer questions like this. I cannot decide about my favorite book, movie, vacation, or song—there are too many wonderful choices. If pressed, I would say that securing the funding and support for creating the collaboration with Emory University Library and transforming the Georgia Tech Library, physically and organizationally, are the capstones of my career.

### **Were there goals that you set as a director that you have not yet reached?**

There are hundreds of goals that I have not reached during my career, although I take some comfort in knowing that I made progress toward many of them. I have not convinced librarians that we need to be more responsive to customers by actually talking to them and not making decisions for them. I have not convinced university administrators and funding bodies that libraries add value to the lived experience of individuals, and therefore librarians should be better paid and libraries should be better funded. I have not convinced librarians (even before COVID-19 made it obvious) that the majority of the business we do in academic libraries is online and our funding and attention should reflect that fact. I have not convinced my colleagues that we have to invest in a website that can deliver services at scale and multi-functional teams are necessary for libraries to thrive. And on my list goes.

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

My advice is to be clear that you have a passion for the work of libraries and the value they add. Such passion will see you through the transitions ahead when you feel like you are caught in the middle between the traditionalists and the innovators in libraries, and at the same time facing the growing number of university administrators, faculty, and funders who do not connect libraries with the academic success of students and faculty.

### **What still inspires you about librarianship?**

I believe that a thriving library is one that combines practicality and innovation to fulfill the mission that we have had for centuries. What inspires me is the passion librarians and people who love libraries have for achieving the aspirations of the communities we serve with integrity, compassion, and commitment.

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

I have a book contract with ALA about the lessons of the Georgia Tech Library story. The book sets out several strategies we need to manage the challenges we face, including making bold, public plans; cultivating relationships with allies and champions; building teams and networks; learning from outside our professions and institutions; implementing a framework for action and innovation; and focusing on impact. COVID-19 is teaching us how difficult accurately predicting the future is, but it is also teaching us that strong coping and innovation strategies are necessary for overcoming the challenges ahead.

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

In the near term, I want to continue promoting libraries and librarianship. In addition to finishing my book and consulting, I will continue to serve on the board of BioOne, the Growth Committee for the Atlanta–Fulton County Public Library, and a PhD committee at Tech. I have a long bucket list of places and experiences for the future. I have one remaining state in the US I have not visited (Alaska) and one remaining major museum in the world (the Hermitage) to see. I want to do more half-marathons for charity, teach yoga and dance, and walk the Camino from France to Spain. I also look forward to spending more time with my two grown children and their families, especially teaching my three little granddaughters to love books, the arts, cooking, and travel.



### Is there anything else you would like to say?

I am grateful for all the wonderfully intelligent and creative people with whom I have worked in libraries and library organizations such as ARL. They enrich my life and help me be more compassionate, purposeful, and committed to serving others.

### **John E. Ulmschneider**

#### **Dean of Libraries and University Librarian, Virginia Commonwealth University**

As dean of libraries and university librarian at Virginia Commonwealth University (VCU), John E. Ulmschneider provides strategic leadership and oversees all operations for VCU Libraries, a major research library system composed of James Branch Cabell Library, Tompkins-McCaw Library for the Health Sciences, and auxiliary library operations. VCU Libraries have collections of more than three million volumes, an annual budget exceeding \$24 million, and a staff of 166. Having guided the growth and maturation of VCU Libraries since September 1999, John will retire June 30, 2020.



John's leadership at VCU Libraries has transformed the scholarship, learning, creative endeavors, and clinical care at Virginia Commonwealth University. In January 2018, VCU became a member of the Association of Research Libraries (ARL), the only US academic institution invited to join ARL since 2002. The Association of College & Research Libraries (ACRL) recognized the outstanding achievements and national leadership profile of VCU Libraries with its 2018 Excellence in Academic Libraries Award, placing VCU's library system in a distinguished group of 13 ARL libraries honored by the award since its creation in 2000. John inspired and guided the 2014–2016 expansion and renovation of James Branch Cabell Library, subsequently recognized as one of North America's most architecturally inspiring academic library buildings with the 2016 Library Journal New Landmark Libraries Award.

Before going to VCU, John held various roles in information technology and librarianship at NC State University Libraries, the College of William and Mary, and the US National Library of Medicine. He has published and presented widely in the library field. More recently, he has focused on representing VCU and Virginia's academic libraries in legislative and institutional advocacy for open educational resources and stronger funding for academic libraries, and has successfully led fundraising and development for VCU Libraries to historic highs.

ACRL named John the 2020 Academic/Research Librarian of the Year, and The University of North Carolina (UNC) at Chapel Hill School of Information and Library Science honored him as a Distinguished Alumnus in 2011. He is recognized for his leadership in state and regional initiatives, and he has played an active role in library consortia and professional organizations, including the following leadership roles:

- Association of Research Libraries (ARL) Code of Conduct Implementation Task Force 2020–present and Member Engagement and Outreach Committee member 2019–present

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- Richmond Public Library (RPL) Foundation Board of Directors member 2017–present
- Virtual Library of Virginia (VIVA) Steering Committee member 1999–present
- SPARC (Scholarly Publishing and Academic Resources Coalition) Steering Committee member 2014–2017
- Virginia Library Association (VLA) Legislative Committee co-chair 2011–2016
- Association of Southeastern Research Libraries (ASERL) president-elect, president, and past-president 2009–2012
- OCLC Members Council member 2005–2008, Community Advisory Group for OCLC CEO Search member 2011–2012
- Richmond Public Library (RPL) Board of Trustees member 2003–2012 and chair 2006–2008, Finance Committee chair 2003–2006 and 2008–2012
- State Council of Higher Education for Virginia (SCHEV) Library Advisory Committee chair 2007–2009
- SOLINET Board of Directors member 2001–2005 and vice chair 2004–2005, SOLINET treasurer and Finance Committee chair 2002–2004

John is an alumnus of the University of Virginia and the UNC School of Information and Library Science, and a graduate of the National Library of Medicine Associates Program.