Below are bios and interviews of seven ARL member representatives who will be retiring or stepping down in spring or summer 2022.

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Colleen Cook

Trenholme Dean of Libraries, McGill University

Colleen Cook is stepping down on August 1, 2022, after serving as Trenholme Dean of Libraries at McGill University since January 2011.

Colleen served as an advisor to the IFLA work with the United Nations Educational, Scientific and Cultural Organization (UNESCO) to support the UN’s sustainable development goals. She completed service on the Council of Canadian Academies’ Expert Panel on “Memory Institutions and the Digital Revolution,” advising governmental agencies on policy for digitizing and preserving Canada’s historical record. Before joining McGill, Colleen served as dean of libraries and held the Sterling C. Evans Endowed Chair at Texas A&M University in 2004–2010.

Colleen is very active in library assessment globally, having chaired the International Federation of Library Associations and Institutions (IFLA) Statistics and Evaluation Section Standing Committee, the Canadian Association of Research Libraries (CARL) Assessment Committee, the Association of Research Libraries (ARL) Statistics and Assessment Committee, the LibQUAL+ Steering Committee, and the American Library Association (ALA) Committee on Research and Statistics. She helped develop and promote LibQUAL+, the premier assessment tool for measuring library service quality internationally.


Colleen holds a BA in German and an MLS from the University of Texas at Austin and an MA and PhD from Texas A&M University.

ARL’s Kaylyn Groves interviewed Colleen via video call in March 2022. The interview follows.

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

I grew up in a family of readers, visiting the local Amarillo (Texas) Public Library in an old Victorian building, so I grew up liking libraries. But the real reason I became a
librarian is that I didn't know what to do with my life after college. I wanted to be either a park ranger or a German major. The University of Texas (UT) at Austin had no parks program and I wanted to stay at UT, so I became a German major. That let me study abroad for a year, too, which I liked. Toward the end of college, I began asking around to find out what people do with language degrees. I was accepted into the German PhD program at UT but didn't want to do that because it would take so many years. I learned that having a language background as a librarian is useful, so I decided to go to library school. I graduated undergrad in May and started library school in June. I finished my MLS when I was 22.

**What are the highlights of your career?**

People. Especially within ARL, I’ve met so many interesting, smart people. In positions of responsibility, I’ve always felt that it was my job to figure out how to invest the human talent in the right directions. It’s a question of discerning what people are good at and putting them in place to do that. Watching people flourish is always really rewarding.

I’ve also done some cool things. At Texas A&M, Fred Heath and I managed to build the budget and the collections into one of the top ten ARL libraries. Also at Texas A&M, I helped establish the Texas Digital Library and joint storage with UT.

The impact of the LibQUAL survey has been tremendous—the number of buildings justified, the transitions in how libraries are run based on information. The idea that library service is built on listening to users is fundamental and was a huge change in the profession. Library assessment programs and working with data have flourished. I was a pioneer in that.

Transforming McGill Library has been another highlight. Our brutalist stack tower opened in 1969 to serve 14,000 students; now we serve almost 40,000 students and we’re still operating with the same library complex, in one of the world’s great cities and one of the continent’s oldest and best universities. But we’re doing revolutionary things now. We’re the first library in Quebec to have storage—not ASRS—a robotic system called AutoStore. It’s like a giant Rubik’s Cube of boxes of books stored on top of one another with little go-cart robots scurrying around on top to move and retrieve bins. Ours is the second or third installation of AutoStore in a library. Watch this three-minute [AutoStore video](#) to see the little robots in action.

I’ve also enjoyed getting to know donors, both at Texas A&M and McGill. Fundraising is a pleasure because it involves talking to people who want their money to make a difference in a field I love. When it comes to raising money, it helps if you’re from Texas—there’s a culture of philanthropy and giving there.

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

No, I didn’t grow up with great ambitions. I thought anything I got to do was a bonus, a lagniappe. Becoming a director and then dean in the institution where I started my career was amazing to me. As Duane Webster, ARL executive director emeritus, used to say, “There’s nothing harder than being an internal applicant.” Every extra thing I
got to do was amazing. I’ve been so grateful for the opportunities and the accidents of fate that brought them to me.

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

The most important thing is to make sure you want to do it for the right reasons: promoting the value of libraries and being in a position to make a difference. That’s very different from wanting power. Don’t be cynical about the role of libraries; it hasn’t changed since the origin of libraries—we manage information and knowledge that keeps humankind from having to rediscover and relearn and reteach things. And to lead libraries, you have to be adept at managing human beings—you need to be able to see what people are good at and steer them in the right direction.

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

I think we’ll have to apprehend the lessons from COVID in terms of adapting workspaces and how we manage things. For those of us who have flipped to HathiTrust, I hope we can’t go back. I hope we realize the value of having so many of our assets in digital form that everyone can access. I hope we’ll figure out how to deal with the copyright challenges so all of that information can be made available in a way that fairly compensates those whose intellectual capital was invested, but that can be done in a way that benefits humankind. I’ve heard a colleague say that she had a senior administrator at her institution asking to keep Hathi—even if it meant continuing to restrict access to the shelves indefinitely. At the same time, there are users who say Hathi is better than nothing, but having to download documents one page at a time is excruciatingly painful—that’s true but that limitation is due to copyright restrictions.

What still inspires you about librarianship?

The philosophy of it. And I look forward to the next movements in technology and how they can help libraries fulfill their role. I really hope we can get into more of a VR world, which I find intriguing. I see librarians’ role in knowledge being in all sorts of forms. For example, I recently received an email from a neurosurgeon on the medical faculty at McGill who wanted to know if the library would be interested in partnering with medicine in obtaining, promulgating, and storing “synthetic data”—human data that has been randomized and washed in exponential ways so issues of privacy are irrelevant. Synthetic data can provide a data set that becomes like the Rosetta stone for whatever issue you’re studying. The fact that this neurosurgeon would reach out to the library as a partner means that we’ve done our job here, we’ve made the library’s role clear.

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

The next phase isn’t entirely clear. It will involve my two sons, who are in DC and San Francisco. It will involve spending some time in Germany—I’m discussing becoming a visiting scholar in Berlin for several months at an information studies program run jointly by Humboldt University and the Free University of Berlin. The next phase will involve a puppy of some kind who will get along with a fat cat named Dodger/Dogier.
It will involve bicycling. It will involve riding horses. It will involve a bright blue Ford Mustang Mach-E SUV, an all-electric SUV that I can drive around the continent visiting parks, not worrying about snow. I’m returning to my roots of Germany and parks.

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

Being a librarian has just been fun. Yes, there are times when I want to tear my hair out. A case in point: how can you have two bids for shelving, one of which is three times the other? And I won’t miss doing performance evaluations. I believe in coaching exercises, not performance evaluations—people should know how they’re valued without being afraid of the process. But, despite occasional annoyances, I’ve lived a truly great life in libraries.

**Rebecca Graham**

**University Librarian, University of Guelph**

Rebecca Graham stepped down on March 30, 2022, after leading the University of Guelph Library since 2012.

Rebecca began her tenure as chief information officer for Computing and Communications Services (CCS) and chief librarian of the McLaughlin Library at the University of Guelph in May 2012. At the time of her renewal in 2017, the roles were separately established, and she was reappointed as university librarian.

During her tenure at Guelph, Rebecca was an advocate for the renewal of space, services, and technology. In her first term, the campus wireless network was substantially expanded, and CCS collaborated with two other Ontario universities to develop and deploy a shared backup and storage solution. She advocated for an increased focus on network security, including investments in infrastructure, increased staffing, and the development of a robust educational program focused on campus outreach and awareness. Both the library and IT organizations were early collaborators on the development and deployment of the Ontario Library Research Cloud, serving as one of five provincial hosts for this new service. The library has been an early advocate for the provision of research data management services and contributed to campus and national initiatives supporting these efforts. During Rebecca’s tenure, the Open and Affordable Course Content Task Force was established to advance the development and adoption of open education resources across campus.
Early efforts focused on space began with the development of a Library Master Space Plan, which served as the basis for multiple renovation projects during Rebecca’s tenure. Project funding was successfully advocated for with the university, provincial, and federal governments, resulting in historic investments exceeding $30 million for renewal of building systems, establishment of digital scholarship-focused services in alignment with a digital humanities research space, digital media studio, expanded digitization facility, new exhibit, reading room, and events space, along with expanded special collections storage, expansion and renewal of group study options, new study carrels, and, most recently, a new entrance and adjacent plaza that will provide a new campus gathering space in warmer months.

During Rebecca’s tenure, the library was an early sponsor of the campus common reading program. She collaborated with the College of Arts on the establishment and annual funding of the Ridley Postdoc in Digital Humanities. Rebecca also served as Board of Trustees chair for the Art Gallery of Guelph (AGG) and led the hiring of the current AGG director.

Rebecca served on a range of committees of library-related organizations during her tenure. She served as the inaugural chair of the Canadian Research Knowledge Network’s (CRKN) Preservation and Access Committee (PAC), established following the merger with Canadiana, and on the CRKN Board. As PAC chair, Rebecca provided leadership for the technical renewal of the Canadiana Trusted Digital Repository platform along with enhanced access to Canadian cultural heritage. She served as chair of the Ontario Council of University Libraries (OCUL) Collaborative Futures steering committee and directors groups providing leadership through the development of the RFP for OCUL’s shared library services platform, Omni, the vendor selection process, and the early stages of implementation planning. She also served on the OCUL Executive Committee from 2014 to 2017. She served on the Canadian Association of Research Libraries’ (CARL) Advancing Research Library and Policy committees as well as on a number of Association of Research Library (ARL) committees, including the Advancing Scholarly Communication Steering Committee and Leadership Fellows Advisory Group. Rebecca also served on the steering committees for the Coalition for Networked Information (CNI) and SPARC.

Prior to joining Guelph, Rebecca served in leadership roles in the College Library and Countway Library of Medicine at Harvard. She oversaw library IT and the digital library program at Johns Hopkins University and served as interim director and program associate for the Digital Library Federation (DLF), where she was instrumental in the establishment of the DLF Forum Series. She served as the manager of integrated library systems at the University of Illinois at Urbana-Champaign (UIUC) and, prior to receiving her MLS, she managed the Johnson County (Kansas) Public Library’s integrated library system.

Rebecca earned her master’s in library and information science from UIUC and bachelor’s in organizational management from Wilberforce University. She was a member of the inaugural cohort of ARL’s Research Libraries Leadership Fellows (RLLF) program and has been recognized by the UIUC Graduate School of Information Sciences with both the Jane B. and Robert B. Downs Professional Promise Award and the Library School Alumni Association Leadership Award.
James Hilton

University Librarian and Dean of Libraries, University of Michigan

James Hilton is stepping down from his library role on June 30, 2022, to more sharply focus on the university’s expanding academic innovation effort in the vice provost role. He has led the University of Michigan Library since 2013.

As vice provost for academic innovation, university librarian, and dean of libraries, James leads one of the world’s largest library systems, and spearheads the development of campus-wide strategies, policies, and programs around digital education. A national leader in technology issues around higher education, James has led, championed, and fostered technology initiatives that cross boundaries between institutions, and between academic and information technology units. He was a co-sponsor of the Sakai Project, a collaborative effort to create open software that advances teaching, learning, and research. He provided crucial early support to multi-institutional efforts to deploy technology to further education, research, and preservation, including Internet2 NET+ and DuraSpace. He led the creation of the Digital Preservation Network (DPN) to develop a collective ecosystem to protect the scholarly record, including the growing amount of born-digital scholarship, for future generations.

Recently, James helped spearhead the development and launch of the Unizin Consortium, a partnership of universities that is empowering participating institutions to exert greater control over the infrastructure, content, and data that both drive and emerge from the expanding digital learning landscape.

During his time with the University of Michigan Library, James has been active in the Association of Research Libraries (ARL), serving on the Scholars and Scholarship Committee (2021–2023), ARL Academy Advisory Committee (2018–2019), Transforming Research Libraries Steering Committee (2014–2016), and Strategic Thinking and Design Working Group (2014).

James began his career as a faculty member in the University of Michigan’s Department of Psychology, where he was a three-time recipient of the Excellence in Education Award, served as the chair of Undergraduate Studies between 1991 and 2000, and received the Class of 1923 Memorial Teaching Award.

His interest in the intersection between academics and technology led to a series of roles in which he served as catalyst for the exploration and use of technology in the
academy. At the University of Michigan, he served as special assistant to the provost for media rights; associate provost for academic, information and instructional technology affairs; and interim university librarian. From 2006 to 2013, he was vice president and chief information officer at the University of Virginia.

James received a BA in psychology from the University of Texas at Austin in 1981, and a PhD in social psychology from Princeton University in 1985.

Deborah Jakubs

Rita DiGiallonardo Holloway University Librarian and Vice Provost for Library Affairs, Duke University

Deborah Jakubs is retiring on May 15, 2022, after leading Duke University Libraries since 2005.

Prior to her appointment in 2005, Deborah served as the director of Collections Services, the founding head of the International and Area Studies Department, and librarian for Latin America and Iberia at Duke. As visiting program officer at the Association of Research Libraries (ARL), she launched the Global Resources Program, a joint initiative of ARL and the Association of American Universities (AAU), and directed it from 1996 until 2002.

Deborah holds a BA from the University of Wisconsin–Madison, an MLIS from the University of California, Berkeley, and an MA and PhD in Latin American history from Stanford University. She is an adjunct associate professor of history at Duke.

She has been a consultant to library systems in Chile and Turkey, as well as in the US. She has served as director and associate director of the Consortium in Latin American Studies at Duke and the University of North Carolina at Chapel Hill, and was a founding member of the steering committee for the Program for Latin American Libraries and Archives, funded by The Andrew W. Mellon Foundation and administered for nearly 20 years by Harvard’s Rockefeller Center for Latin American Studies.

Deborah is chair of the Board of the Center for Research Libraries (CRL), a past president of ARL and of the Association of Southeastern Research Libraries (ASERL), a former chair of the Board of OLE (Open Library Environment), and served on the Review Board of the Modern Endangered Archives Program. She has published on library management, global libraries and area studies, international education, and Latin American studies. Her scholarship has focused on the social history of Latin America, immigration to Argentina, and the history of tango.
In addition to serving as president of ARL in 2014–2015 and visiting program officer in 1996–2002, Deborah served on the ARL Board in 2009–2016 and on numerous ARL committees and working groups. Her ARL service included chairing the Nominating Committee in 2016 and co-chairing the 21st-Century Research Library Collections Task Force in 2011–2012.

ARL’s Kaylyn Groves interviewed Deborah via email in March 2022. The interview follows.

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

I trace it to a coup in Argentina in 1976. I was a graduate student in Latin American history at Stanford and about ready to start a year of dissertation fieldwork in Buenos Aires, but the coup suddenly forced me to regroup and develop a new topic (the original was too politically sensitive) over the course of the year. I was working part-time in the Stanford Library for Jim Breedlove, then the curator of the Latin American collections, and I enjoyed that “window” into Latin America. In 1978 I went off to do my research in Argentina for about 15 months, returned to Stanford to write, and resumed working in the library, where I took on a larger project, to coordinate the work of a cadre of “graduate student bibliographers” who were carrying out a series of collection assessments in various disciplines/world areas (funded by The Andrew W. Mellon Foundation). Paul Mosher was AUL for Collection Development at the time and he strongly encouraged me to go to library school at UC Berkeley, which I did, as a Regents’ Fellow. So I was writing my dissertation and also commuting several days a week to Berkeley. After that, as I kept at the dissertation, I began working full-time at The Research Libraries Group (RLG), then located on the Stanford campus, where I had the pleasure of working with Sarah Thomas, Nancy Gwinn, and Jim Michalko. I eventually coordinated work on the RLG Conspectus, an early cooperative collection assessment tool (some people might still remember it?).

**What are the highlights of your career?**

The highlights of my career fall into a few different categories. First, I have had the opportunity to work for/with strong leaders from whom I learned a great deal. Former Duke president Nan Keohane, archivist of the US and former Duke University Librarian/vice provost for library affairs David Ferriero, and former program officer at the Andrew W. Mellon Foundation Don Waters are at the top of that list. Second, I have had stimulating “stretch” opportunities, such as being a visiting program officer at ARL with the responsibility of launching the Global Resources Program, with generous funding from Mellon. Third, having spent nearly my entire career at a single institution has given me the chance to see long-term goals realized and to experience both change and continuity in the Duke University Libraries. I have been at Duke for almost 39 years, but I have had very different jobs along the way—all of which contributed to my development as a library leader and served as the foundation for my personal and professional journey. And a closely related highlight is having been able to work with a remarkable staff over many years. In terms of (literally) concrete highlights, I would mention the 15-year “Perkins Project” in which we renovated, expanded, and modernized almost all of the Duke University Libraries.
Were there goals that you set as a director that you have not yet reached?

Right now I am focused on completing the fundraising for the renovation and expansion of the Lilly Library (on Duke’s East Campus), a process that was interrupted by the pandemic, unfortunately. I had hoped to bring that to fruition by the time of my retirement, but we lost about 15 months along the way. Lilly is back on track and I look forward to attending the celebration when the building is re-dedicated in a couple of years.

Of course there is never a perfect time to retire, when everything is all wrapped up tidily. But I am confident that the Duke Libraries are in a good place, and that my colleagues and my successor will carry on and do more great things at Duke.

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

Answer your emails. That may sound trivial, but it shows respect to those who are communicating with you, be they students, staff, faculty, donors, community members. Maybe it’s because I learned early about the Golden Rule, but I know how I like to be treated (Is my message going into a vacuum?) And I consider it important to respond promptly to people, even if I can only say that I don’t yet have a full answer for them. Another bit of advice is to think before you speak, because when you are a leader others are listening very carefully to what you say (and how you say it). I sometimes simplify this to “the higher you rise, the less you should say out loud.” By that I mean that a leader’s musings can be misinterpreted and misconstrued, leading to misunderstandings. This doesn’t mean that you shouldn’t speculate on the future (a reorganization? a new initiative?) but make sure it is clear that you haven’t made up your mind. And finally, be a good listener.

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

One is the ongoing adjustment we are all making to the pandemic. Our work and how we do it changed in many ways over the course of the past couple of years, and it remains to be seen what it means to return to “normal.” I believe that remote work, whether full or partial, is here to stay, at least for some staff. What does this mean for our sense of community? We were also very creative in responding to students’ and researchers’ needs when access to our buildings was restricted. What did we learn, and which of those strategies should we continue?

The focus on racial and social justice has great momentum and libraries will need to keep moving forward on multiple fronts, both within our own organizations and in sync with broader university efforts. There is so much work to be done to make a difference, so much work that will be cumulative in its benefits.

Research libraries, both individually and in partnership, have an enormous role to play in promoting and sustaining open scholarship. This will be both an ongoing challenge and a remarkable opportunity over the coming years. We are uniquely positioned to advance this cause in collaboration with faculty, scholarly societies, and publishers.
What still inspires you about librarianship?

I am inspired by the dedication, innovative spirit and creative problem-solving that my colleagues bring to their work each day. Librarianship—and by that I mean to include all of those who do the work of libraries—is a remarkably collaborative profession. Not to say that individuals do not make great contributions, but many of the biggest ideas with the greatest impact on research, teaching, and scholarly communication take root as collaborative initiatives. I have been so fortunate to work with very smart and generous people during my career who thrive on collective projects and take pride in shared accomplishments.

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

My younger son and his wife are expecting our first grandchild in July, and my older son is getting married in September—so two wonderful events to look forward to. I will also be leading another Duke Alumni trip to the far south of Patagonia for 12 days in October/November, and that is a part of the world that I especially love. I expect that our family will travel more (pre-pandemic we were planning a trip to my ancestral country of Lithuania, but that will be on hold for a bit for obvious reasons!) and spend more time at our cabin in the North Carolina mountains near Asheville. I also hope to volunteer with local organizations that serve the Hispanic community in Durham and North Carolina. And of course I look forward to having much more time to read for pleasure, doing some writing—and finally polishing off the current jigsaw puzzle, a tough Matisse image.

Is there anything else you would like to say?

I have spent much of my professional life thinking, writing, and trying to bring about cooperative collection development, starting with the Conspectus and several large overlap studies among research libraries, on to the Triangle Research Libraries Network (TRLN) and our local shared collection-building, the ARL Global Resources Program, and more recently the Ivy Plus Libraries. Devising successful cooperative collection development initiatives and better integration among our collections, with robust delivery mechanisms is essential to ensuring that libraries use their financial resources wisely (as budgets are more constrained) and expand access to the wide array of research materials that support scholarship. It makes so much sense and yet it has been so difficult to achieve. I hope that in the coming years our community will make great strides in building and sharing interconnected collections, both print and digital. I will be watching with interest!
William Kelly

Andrew W. Mellon Director of the Research Libraries, New York Public Library

Bill Kelly retired on April 15, 2022, after leading the The New York Public Library (NYPL) Research Libraries since January 2016.

Bill was responsible for NYPL’s four research centers and their 460 staff members. His purview included collection strategy, acquisition, and preservation. The primary focus was expanding access to the world's most democratically available research collections. As the Mellon Director, he was also a national voice on the direction of humanities research in general.

Prior to joining NYPL, Bill was interim chancellor of The City University of New York (CUNY), chairman of the Research Foundation of The City University of New York, and president of the CUNY Graduate Center. He is a trustee of the John Simon Guggenheim Memorial Foundation.

Thomas F. McNally

Dean of Libraries, University of South Carolina

Tom McNally is stepping down in 2022, after serving as dean of libraries at the University of South Carolina since 2009 and interim dean 2007–2009.

Tom is one of the longest-serving deans at the University of South Carolina. During his 15-year tenure, he has steered the University Libraries through the seismic change from paper-based resources to the digital landscape, the building of modern collaborative and technology spaces for students, the construction of the Ernest F. Hollings Special Collections Library, and the 10-year restoration of the historical South Caroliniana Library, set for completion in fall 2022.
He has brought some of the world’s most notable special collections to the university, including the world’s finest collection of published Hemingway, and the collections of crime fiction writers Elmore Leonard, James Ellroy, and Dashiell Hammett. Other acquisitions include Pat Conroy’s papers, the collection of children’s author and illustrator Anita Lobel, a 180,000-item comic book collection, and a collection of memorabilia from the band KISS that includes 26 custom-made guitars. Tom champions and creates opportunities for the use of these special collections in the classroom.

Tom holds a BS in education from Kent State University and a master’s degree in library science from the University of Washington. His academic library experience includes posts at The Ohio State University, University of Michigan, and Loyola University of Chicago.

His many professional activities include decades-long membership in the American Library Association (ALA), membership and service as president of the Association of Southeastern Research Libraries (ASERL), and membership and service as chair of the Partnership Among South Carolina Academic Libraries (PASCAL). In the Association of Research Libraries (ARL), Tom served on the Diversity and Leadership Committee in 2011–2013.

ARL’s Kaylyn Groves interviewed Tom via email in March 2022. The interview follows.

Why and how did you get started in librarianship?

I began my working life as a classroom teacher in the inner city of Cleveland, Ohio. I took my kids to the public library every week. I was determined to teach them how a library could give them the tools to educate themselves.

It did not take me long to realize that teaching as a librarian was what I was meant to do. I left Cleveland and enrolled in the library science program at the University of Washington. It was the best and most important decision of my life.

What are the highlights of your career?

Early in my career at Ohio State, I made a video called, “Battle of the Library Superstars.” It won an award from the Corporation for Public Broadcasting. We showed that library instruction could be entertaining and instructional at the same time.

As a dean, the acquisition of collections has been thrilling. Our recent acquisitions include the world’s finest collection of published Hemingway, Pat Conroy’s papers, Elmore Leonard’s papers, a comic book collection of 180,000 comics, Dashiell Hammett’s family letters, a collection of KISS memorabilia including 26 guitars, and so many more. We identified collections, found donors, and brought them together.

Those collections are conserved and protected in our library, but they do not sit unused in a vault. We make them accessible. Many of our donors tell us they placed their collection with us because they know the items will be used—by faculty in the
classroom and in their own research, by students writing papers and projects, and by scholars around the world via our digitized collections.

Finally, the restoration of our South Caroliniana Library has been a labor of love. This 1840 structure was the first freestanding college library in the United States. We are only months away from completing this 10-year project.

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

My unreached goals include all the rare books and collections that I could not raise enough money to acquire. I plan to keep raising money and cultivating donors in my retirement.

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

I would advise aspiring leaders to have a clear understanding of their values. Allow those values to guide you and live by them every day.

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

Discussing anything related to the future of academic libraries is very difficult. There is so much volatility within our universities and so many transitional forces beyond the university.

The bottom line has to do with enrollment, retention, and graduation. Libraries need to demonstrate that we are a vital component to the success of our universities. The inherent value that our libraries once enjoyed has changed to a need for metrics that demonstrate our value.

**What still inspires you about librarianship?**

I am inspired by the passion of our young librarians.

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

Helping to raise money and acquire collections.
Sarah Pritchard

Dean of Libraries and Charles Deering McCormick University Librarian, Northwestern University

Sarah Pritchard steps down as Northwestern University’s dean of libraries in August 2022 and will retire in early 2023.

Since 2006 Sarah has been the Charles Deering McCormick University Librarian, managing the University Library, Deering Library, Seeley Mudd Library, and the Oak Grove Library Center. She also oversees the Northwestern University Press and manages shared services with the law, medical, and Qatar campus libraries. During her time at Northwestern, Sarah has transformed library services and facilities to center the evolving needs of students and faculty, to shape innovative partnerships, and to customize resources.

Sarah established a strategic long-range space plan that led to the construction of the Oak Grove Library Center, the radical transformation of Mudd Library, the restoration of the Deering Library west lobby and plaza, the redesign of the first floor of University Library to expand student collaborative space and many other projects.

Sarah actively expanded research resources, particularly unique archival and rare holdings, and digital collections. She encouraged integration of instructional and learning services, leading to faculty partnerships in online teaching and open educational resources. She extended collaborations with academic departments, student groups, campus IT, the art museum, humanities research centers, and other units. Sarah increased diversity, equity, inclusion, and accessibility initiatives in the libraries, establishing formal leadership and funding for these efforts. She recruited successful leaders for the Northwestern University Press, revamping budget models and editorial strategies that significantly improved its stability and global impact. Over the course of her tenure she raised $95 million for the Northwestern University (NU) Libraries, attracting donor support for collections, technologies, public programming, and facilities.

Like so many colleagues, Sarah rose to the challenge of sustaining library services throughout the ongoing COVID-19 pandemic. The NU Libraries developed new modes of delivery and remote work to keep staff safe, while ensuring users could get print and digital materials and conduct research and teaching even while buildings were closed.

A prolific writer, consultant, and speaker, Sarah is known internationally for her work in strategic planning, women's studies librarianship, and the assessment of user services and technologies. Sarah advances consortial and multitype library services, notably through her leadership in ARL, the Big Ten Academic Alliance, the Center for Research Libraries, and the Chicago Collections Consortium. She served on the SPARC Steering Committee, was a gubernatorial appointee to the Library of California Board, and was elected to four terms on the American Library Association (ALA) Council.

Sarah was previously the university librarian at the University of California, Santa Barbara; director of libraries at Smith College; and associate executive director at ARL. She began her career at the Library of Congress (LC) in public services and was LC’s first subject specialist in women’s studies. Sarah received the ALA Equality Award and the Association of College and Research Libraries (ACRL) Career Achievement Award for her work in women’s studies and workplace equity, and several awards from the Library of Congress. A graduate of the University of Maryland and the University of Wisconsin, she is devoted to philanthropic initiatives for libraries and library education at those institutions.