

ARL Member Representatives Stepping Down Spring/Summer 2021

Seven ARL member representatives will be retiring or stepping down in spring or summer 2021. Interviews or bios follow.

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David Carlson

Dean of University Libraries, Texas A&M University

David Carlson will step down as dean of libraries at Texas A&M University on June 1, 2021, and will retire on September 1, after serving as dean since 2012. As dean, David has responsibility for the faculty and staff of all Texas A&M Libraries with the exception of those in the Galveston, Qatar, and Law (Dallas) campuses. Before going to Texas A&M, he served as dean of Library Affairs at Southern Illinois University (SIU) Carbondale, director of Libraries at Bridgewater State University, and executive director of the Triangle Research Libraries Network.



David served on the ARL Board of Directors in 2013–2016 as well as numerous ARL committees and working groups during his time as an ARL member representative. His ARL service included chairing the Scholars and Scholarship Committee in 2019–2020, the Advocacy and Public Policy Committee in 2015–2016, the Influencing Public Policies Steering Committee in 2014–2015, and the SPARC Steering Committee in 2010–2012.

ARL's Kaylyn Groves interviewed David via email in March 2021. The interview follows.

Why and how did you get started in librarianship?

I started as a kid, of course! Going to the library was a big deal for me as a kid and it stayed with me from childhood through high school through college and then, lo and behold, a career! As an undergraduate, drawing ever closer to graduation, I was uncertain about what would come next. A common piece of advice was to think about what you like to do.... Well, I loved to read and I loved libraries. An epiphany: they actually pay people to work in libraries! Next stop: University of Michigan Library School; never looked back.

What are the highlights of your career?

I organized and led an effort in 2007 to express disagreement with the American Association of the Advancement of Science (AAAS) and its public announcement to withdraw its flagship journal, *Science*, from the JSTOR database. The effort began as a personal crusade but became a national effort with an article on the front page of the *Chronicle of Higher Education*. More importantly, the effort was ultimately successful—AAAS reversed its decision and to this day *Science* remains an important source in the JSTOR corpus.

At both SIU Carbondale and at Texas A&M, I invested in the creation of robust preservation units. I believe that research libraries have a vital obligation with preservation that we need to support more aggressively. Preservation is a service that is all too easy to minimize in times of budget constraints but we ignore a fundamental element of our mission if we neglect this core function. The paper-based resources on our shelves are not impermeable. It is incumbent upon us to be good caretakers.

Finally, I am very proud of the role that Texas A&M has played in the development of FOLIO and the Open Library Foundation. I think the impact that both can have in libraries is significant and promising.

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

I am encouraged with recent progress in scholarly communications. My experience at A&M in the last year or so with the Texas Library Coalition for United Action indicates to me that teaching and research faculty recognize and are perhaps even eager for change in scholarly communications. I regret that we as a community have not been able to come together and take united stands against the diminution of our usage rights with content and increases to costs.

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

First, I have learned that sometimes when people come to you with problems it may not be your job to fix them. Sometimes the best thing you can do as a dean is nothing other than engaged listening; sometimes all people want is to know that you are aware. This doesn't feel like a solution but it often is.

Second, I am impatient when it comes to solutions but I have learned that quick and decisive decisions are not always best. Indeed, I would advise to never take immediate action unless the situation is a genuine, time-critical crisis. Otherwise, it's best to wait and gather more information. A leader does not want to ignore problems and the danger of delay is a slippery slope that can lead to inaction so this is a tricky balance.

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

First, we need to become a recognized beacon of reason and informed content that is trusted for its authority, authenticity, currency, accessibility, and relevance to the challenges we face as a society.

Second, we need to find solutions to monopolistic pricing by publishers.

What still inspires you about librarianship?

I continue to be inspired by librarianship's ability to open young and old minds to new visions, new insights, differing perspectives, and alternative views of seeing the world based on rational argument, impartial evidence, and compelling narrative of the human condition.



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

Best to answer this with a picture. This is a picture of our first (perhaps only) granddaughter on her very first visit to a local branch of the public library in Louisville. She was less than one year old at the time; she is now three and a half. If I, as her grandfather, can instill and be an example to her of a love of learning, reading, and libraries, retirement will be rewarding.

Is there anything else you would like to say?

There are two things that I hope ARL as an organization keeps as central. First, I believe ARL's role when it comes to setting policy at the national level is essential and core. Some of the most important work and impact of ARL over the years is in this space, through advocacy and information briefings with the membership. Second, there is no substitute for the hallways of an ARL meeting. The informal conversations with colleagues from around the continent who are facing similar problems and challenges are invaluable.

Joan L. Heath

Associate Vice President & University Librarian, Texas State University

Joan Heath plans to retire by fall 2021 after leading the libraries at Texas State University since 1987. As the associate vice president (AVP) & university librarian, Joan is responsible for leadership and administration of the University Libraries consisting of three facilities: the Albert B. Alkek Library, the Archives & Research Center, and the Round Rock Campus Library.

Prior to her appointment as AVP, Joan held various positions at Texas State, including university librarian and head acquisitions librarian. Before joining Texas State, she was a member of the library faculty at the Sterling B. Evans Library at Texas A&M University. She earned a BA in journalism and a master's in library science from the University of Michigan. She is an invited member of Phi Kappa Phi.



Joan has held numerous positions in local, state, and national library associations, including the San Marcos Public Library Board, the Hays County Literacy Action Board, and as a publicly elected trustee of the Wimberley Village Library.

She has served as president of the Council of Research and Academic Libraries of San Antonio (CORAL), the Texas Digital Library Governing Board, the Texas Council of Academic Libraries, TexShare (a statewide resource sharing program for university, community college, and public libraries), and the Amigos Board of Trustees. Currently she serves on the Board of Directors for the Greater Western Library Alliance (GWLA) and the Steering Committee for the Texas Coalition for United Action.

In addition, Joan has been active in the Texas Library Association as an elected member of the Executive Board. She has also served on the OCLC Global Council and various units in the American Library Association, including the Association of College and Research Libraries CHOICE Editorial Board, Government Relations Committee, and Chapters Council. She has assisted the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC), as an evaluator for universities seeking reaffirmation accreditation with the commission.



Valerie Hotchkiss

University Librarian and Professor of English, Vanderbilt University

Valerie Hotchkiss will step down as leader of the Vanderbilt University Library system on June 30, 2021, having served as university librarian and professor of English since 2016. She has responsibility for nine divisional libraries, the Vanderbilt Television News Archive, and the University Art Gallery. Additionally,

Valerie, who has a PhD in medieval studies from Yale, taught a popular first-year writing seminar on King Arthur and the concept of chivalry that included a live falconry lesson on the Library Lawn.

Before joining Vanderbilt, Valerie was director of the Rare Book and Manuscript Library and professor of medieval studies at the University of Illinois at Urbana-Champaign. Prior to that, she was the J.S. Bridwell Foundation Endowed Librarian and professor of medieval studies at Southern Methodist University. She is the author of numerous books and articles on cultural history and the history of books and printing.

Valerie served on the ARL Innovation Lab Committee in 2018–2020. She is a past president of the Alpha of Tennessee Chapter of Phi Beta Kappa (PBK) at Vanderbilt as well as the PBK chapter of the University of Illinois. She currently serves on the Advisory Board of the Nashville Shakespeare Festival.

ARL's Kaylyn Groves interviewed Valerie via email in April 2021. The interview follows.

Why and how did you get started in librarianship?

I am a born librarian. At the age of six, I forced my sisters to “check out” the few children’s books we owned; by fourteen, I had a job in the Cincinnati Public Library branch near my house. I got my MLS right after my BA, while working full time in Yale’s libraries. And even while getting the PhD, I continued to work in libraries. I have never **not** worked in a library—it’s in my blood.

What are the highlights of your career?

Most of the flashy highlights of my career relate to special collections librarianship, particularly in the area of magnificent acquisitions such as reaching 1,200 incunabula at Bridwell (up from 600 when I began), acquiring the Gwendolyn Brooks archive for Illinois, and adding several primary research collections to Vanderbilt’s holdings. Opportunities to expound upon rare Bibles to the patriarch of Constantinople and, later, to the archbishop of Canterbury certainly count as highlights, as does the memorable experience of working with Ross Perot on an exhibition. I’ve had my share of meat and potatoes library work, too, such as the several renovations I’ve overseen or the three (count ’em!) ILS implementations I’ve managed. Overall, a strong focus on public

programming and outreach has been a hallmark of my brand of librarianship. Libraries should be places where the ideas that are in our collections come to life in dynamic and diverse events.

As an administrator, I am most proud of my work on staff morale and empowerment. I trust my colleagues and I appreciate and encourage their creativity. Only when library staff feels challenged to learn new things, when they have agency to innovate, and when they feel appreciated, can libraries be healthy and successful. I have worked very hard to enable, inspire, and support this kind of workplace. Collegiality is the key to success.

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

Each goal we have reached is just a resting place before moving onward and upward. Librarianship is ever-evolving. If our mission is, as I believe, for libraries to remain central to the educational and research mission of our institutions, our goals are clear—yet always changing in the particulars.

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

Be politically savvy, but do not abdicate your responsibilities as a leader. Librarians have a moral and ethical duty to advocate for all that we do to further teaching, research, and learning. Being a strong advocate for libraries is not for the faint-hearted. Let your voice be heard and champion the complex and crucial role of libraries—even when you feel like a prophet in your own land.

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

There are many: the complexities and costs of providing an expanding range of resources for our users and the concomitant issue of access vs. ownership; the task of training up a diverse new generation of library staff; and, unfortunately, dealing with a growing number of university administrations who do not understand the centrality and crucial significance of libraries, library workers, and library collections for the success of the educational and research enterprise.

What still inspires you about librarianship?

The people who use our collections! From bashful freshmen to curmudgeonly emeriti/ae to community members who wander in, I love every type of library user. Their questions and needs inspire me to make the library as welcoming and helpful as possible. I am also inspired by library staff members who devote their lives to this noble calling.

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

More adventures with primary source material and the libraries that house such treasures.

Is there anything else you would like to say?

Thanks to everyone in ARL for your collegial friendship and advice along the way.

Krisellen Maloney

Vice President for Information Services and University Librarian, Rutgers, The State University of New Jersey

Krisellen Maloney plans to step down from her current role and return to the faculty of Rutgers University as Distinguished Professor, effective May 17, 2021, after leading the libraries since 2015. Previously she was dean of libraries at the University of Texas at San Antonio. Prior to that she held leadership positions at Georgetown University, the Library of Congress Law Library, and the University of Arizona.

Within ARL, Kris has served on the Membership Committee since 2018 and the Scholars and Scholarship Committee since 2019. She served on the Research and Analytics Committee in 2016–2018. She was an ARL Leadership Fellow in 2007–2008. Kris has also chaired or served on several committees of the American Library Association (ALA), including, most recently, its Office of Information and Technology Policy Advisory Committee.



ARL's Kaylyn Groves interviewed Kris via email in April 2021. The interview follows.

Why and how did you get started in librarianship?

I came to libraries after working for several years as a research scientist in the department of radiology. I have always been interested in how people use information for making judgments and decisions. I am also interested in complex systems, particularly in integrating information from multiple sources. Libraries combined all of these elements.

What are the highlights of your career?

Although I am stepping down from my position, I am not leaving libraries. Looking back, I can't identify specific highlights. There have been many events—successful service implementations, renovations, and partnerships—that have made leading libraries rewarding. As a director, my proudest moments have come from the work of others.

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

My goal as a director has been to ensure that the library—and libraries in general—continue to advance the university's mission. Over the past few decades, there have been transformational changes—the internet, the expansion of publication, changes in higher education, and user expectations for library services—where libraries have adapted and thrived. I feel like we have made a lot of progress but the goalposts keep moving.

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

Academic research libraries exist to provide the resources and services central to higher education and, more broadly, to the stewardship and preservation of the scholarly record. Library leaders, especially library directors, need to keep an outward focus and identify how best to transform (or evolve) libraries so that they remain a vital part of the community. Our values and principles, our

role in the university, and the expertise that we have as librarians should inform our path forward. Methods will change.

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

Libraries will face many of the same issues that are facing all of higher education—a push towards hybrid and online environments, increased competition for students, and reduced budgets. In addition, we are facing a time of change in scholarly communication, with a lot of change in all segments—commercial publishing, scholarly societies, university presses, and open access.

What still inspires you about librarianship?

I do believe that libraries are the heart of the university. I know that, for many, that represents a dated view, but I think it is still true. Libraries provide the information that fuels research and education, and they provide a strong connection to the community. Providing access to information, guidance for effectively using information, and establishing best practices and models for stewardship and preservation of the scholarly record are at the heart of the most important university activities.

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

I look forward to remaining active in key research library initiatives, focusing on equitable access to information. Libraries have demonstrated our capacity to lead in a hybrid environment. This is a time of great opportunity for libraries to continue to develop scalable, effective approaches to service.

Is there anything else you would like to say?

I couldn't be more excited about ARL's direction. ARL has always created a supportive community for university librarians and continues to adapt to provide the services most needed by libraries. I am particularly excited about the external focus and role as convener, which has librarians playing an active role in important publishing, higher education, and information policy discussions. It is exciting to see libraries at the table for so many of the most important conversations of our time.



Diane Parr Walker

**Edward H. Arnold University Librarian,
University of Notre Dame**

Diane Parr Walker will retire in July 2021 after a decade of service at the helm of Hesburgh Libraries at the University of Notre Dame. Early in her tenure, Diane led the Hesburgh Library's award-winning 50th anniversary celebration, seizing the opportunity to reinforce and strengthen Father Hesburgh's original vision for the library to serve as the academic heart of campus. In the process, she established the

library's enduring mission as connecting people to knowledge. Soon thereafter, she launched a multi-year, multi-phased renovation of the flagship Hesburgh Library, redesigned the organizational structure, and expanded faculty and staff expertise to better integrate the role of the library into the full cycle of teaching and research.

Since becoming the university librarian, Diane has championed efforts to transform library expertise, services, resources, and spaces to meet the changing needs of scholarship in the digital age. In addition to fostering significant growth of print and digital collections, the Hesburgh Libraries launched noteworthy digital initiatives, including the Navari Family Center for Digital Scholarship, CurateND, and the Mellon-funded MARBLE unified search-and-exhibit platform in collaboration with the Snite Museum of Art.

She also welcomed the University Archives organizationally to the Hesburgh Libraries. Under her leadership, the libraries pursued strategies to acquire, preserve, and share special collections, institutional archives, and rare artifacts to increasingly distinguish Notre Dame among its peers.

Under Diane's leadership, the libraries earned the 2015 John Cotton Dana Library Public Relations Award from the American Library Association, a 2020 Library Design Showcase Award from *American Libraries*, and two Notre Dame Presidential Team Irish Awards.

Diane joined Notre Dame after 27 years at the University of Virginia—14 of those years in leadership roles—and 5 years at the University at Buffalo. She earned master's degrees in musicology from the University of Iowa and library and information science from the University of Illinois. She received her bachelor's degree in music literature from MacMurray College.

Diane has served as ARL treasurer since 2018 and as a member of the ARL Board of Directors since 2016. She previously served on the ARL Financial Strategies Task Force in 2015–2016, the Fair Use and Related Exemptions Working Group in 2012–2015, and the ARL Board Nominating Committee in 2012. She is a former president, treasurer, and member-at-large of the Music Library Association Board of Directors and currently serves on the boards of the Academic Libraries of Indiana, the Academic Preservation Trust (APTrust), and the Catholic Research Resources Alliance. At Notre Dame, she serves on the Academic Council, IT Governance Council, ND Studios Executive Steering Committee, and Thrive: Inspiring ND Women Steering Committee. In addition, she is an ex officio member of Notre Dame's University Committee on Libraries and steers the Hesburgh Libraries Advisory Council.

Carolyn Walters

Ruth Lilly Dean of University Libraries, Indiana University Bloomington

Carolyn Walters is retiring on June 30, 2021, after serving as Ruth Lilly Dean of University Libraries at Indiana University (IU) Bloomington since 2015. Joining IU Libraries in 1987, Carolyn has successfully led the libraries through the momentous transformations occurring in academic libraries worldwide.

Carolyn currently co-directs the university's Media Digitization and Preservation Initiative, IU's ambitious effort to protect its rich repositories of audio, video, and film through digital preservation. She has also overseen a number of architectural and technology upgrades and partnerships that have dramatically transformed IU Libraries' research and collaboration spaces and positioned IU as a national leader in the evolving environment of open-access scholarship. In October 2020, IU's Herman B Wells Library was named Library of the Year by the US Government Publishing Office for the creative ways it connects people with information about the federal government.



Carolyn earned her master of library science at IU and joined Undergraduate Library Services in 1987. In her early career, she managed branch libraries and directed collection development. In 2002, she was the first librarian to be awarded the Gordon Faculty Award by IU's dean of students.

In 2003, Carolyn transformed the traditional undergraduate library at Herman B Wells Library into a state-of-the-art Information Commons—one of the country's first—in partnership with University Information Technology Services. These successes led to her appointment as director of public services in 2004 and then to executive associate dean in 2005.

As the founding executive director of IU's Office of Scholarly Publishing in 2012, Carolyn also fully integrated the IU Press into library operations, establishing a sustainable framework to deliver national leadership in the evolving environment of scholarly publishing and open-access scholarship.

Nationally, IU is known as a premier partner in print repository consortiums, thanks to Carolyn's early leadership in emerging opportunities. IU Libraries is the first host of the Big 10 Academic Alliance Shared Print Repository, housing 250,000 volumes in the Ruth Lilly Auxiliary Library Facility.

IU Libraries now holds 11,260,449 items in its catalog, in 450 languages, and offers more than 7 million items electronically. Its Moving Image Archive, a growing film preservation repository established by Carolyn, contains more than 120,000 items. IU's librarians are leaders in national conversations in areas such as digital preservation and associated technologies, the changing role of area studies librarianship, and integrating information literacy and primary sources into curriculum.

Other library destinations of note are the William and Gayle Cook Music Library, one of the world's largest academic music libraries, and the 6.4-million volume high-density Ruth Lilly Auxiliary Library Facility, for which Carolyn oversaw two expansions that now provide superior off-site storage for the university's significant collections.

IU is nearing completion of the once-in-a-generation renovation of the Lilly Library, funded by Lilly Endowment Inc. Growth in collection size and student enrollment, along with continuously increasing demands of scholars and students who travel from around the US and the world to use the Lilly Library collections, resulted in a level of activity that the 60-year-old building could no longer sustain. Carolyn's persistent efforts to support the library's irreplaceable collections and expand teaching facilities for far greater access will be visible in late summer 2021 when the building reopens.

Carolyn served on the ARL Digital Scholarship Advisory Group in 2017–2018 and the ARL Academy Design Team in 2015–2016. She is an appointed member of the HathiTrust Digital Library Board of Governors and a former chair of the Big Ten Academic Alliance Library Deans and Directors Group, as well as its Shared Print Archive program. She serves on the Board of Directors for the Academic Libraries of Indiana and convenes the Council of Head Librarians for Indiana University.

Lizabeth (Betsy) Wilson

Vice Provost of Digital Initiatives and Dean of University Libraries, University of Washington

Betsy Wilson plans to retire June 30, 2021, after leading the libraries at the University of Washington (UW) for 20 years. As dean, Betsy leads a network of 16 academic research libraries across all three UW campuses, and the UW Press. She took on the additional role of vice provost for digital initiatives in 2013, a role in which she developed an overall strategy on digital issues, including open access and open science. From 1992 through 2000, Betsy was the associate director of the UW's Libraries for Research and Instructional Services. Prior to that, she was the assistant director of libraries for Undergraduate and Instructional Services at the University of Illinois at Urbana-Champaign.



Betsy served on the ARL Board of Directors in 2003–2006 and has served on numerous ARL committees and working groups, including as chair of the Fair Use and Related Exemptions Working in 2013–2015 and chair of the Transforming Research Libraries Steering Committee in 2005–2007. She has held many other leadership positions in the profession, including chair of the Orbis Cascade Alliance Board of Directors in 2011–2012, chair of the OCLC Board of Trustees in 2003–2007, and president of the Association of College & Research Libraries (ACRL) in 2000–2001.

Betsy is the recipient of the 2013 Hugh C. Atkinson Memorial Award, the 2007 ACRL Academic/Research Librarian of the Year award, the 2006 Distinguished Alumnus Award from University of Illinois Graduate School of Library and Information Science, the 2000 Margaret E. Monroe Award, and the 1995 Miriam Dudley Instruction Librarian Award. The UW Libraries were selected as the 2004 ACRL Excellence in Academic Libraries Award recipient.

ARL's Kaylyn Groves interviewed Betsy via videoconference in March 2021. The interview follows.

Why and how did you get started in librarianship?

When I was an undergrad at Northwestern, my mother suggested that I get a work-study position in the library. I did, as a circulation assistant. Now my whole family jokes that my mother didn't think I'd stay in the library for 47 years. It was interesting to see the library go through an automation project, and working at the circ desk was useful because I learned how to use the library. I even taught my friends how to use the library—original peer-to-peer instruction.

My interest in the library was piqued even more as a result of my senior honors project. I was a double major in German and art history, researching the Der Sturm group of artists. The card catalog directed me to Special Collections, which had ephemera of that group. I went to Deering Library and asked the head of Special Collections, Russell Malone, if I could see those materials. He was so excited because I was the first person who had ever asked to see those things. They were wonderful little booklets the artists distributed on the streets of Berlin, manifestos about their beliefs regarding art and politics.

So, when thinking about what to do after graduation, the question formed in the back of my mind, “What’s this library science thing?” I asked at the reference desk for information about grad school in library science. They told me not to make my choice based on rankings solely. I ignored that advice and applied to the University of Illinois at Urbana-Champaign. They gave me a full scholarship, which was a gift because I had worked since I was twelve. Moving to Illinois was also appealing because I was ready to end my college romance and that would provide an easy way to sever ties.

Ironically, in library school, I avoided every class that had “automation” or “data processing” in the title. My career goal was to be a rare book librarian at the Newberry Library, which I never even got near. I wound up being a VP for digital initiatives. When I started, I had a romanticized view of librarianship. I was very fortunate to have great mentors who trusted me to learn and grow as I went along. Forty years later it’s a completely different world.

What are the highlights of your career?

My overall impact has been to cultivate an environment of collaboration, partnerships, inclusion, and innovation at the University of Washington. Twenty years gives you enough time to shape culture. First, I focused on developing a user-centered library, which we did through assessment. Then we created the anytime/anyplace digital library and strengthened our Special Collections. All of those accomplishments were predicated on the fabulous staff. As the roles of libraries and librarians evolved, I also helped put the library where it needs to be—integrated throughout the whole institution.

I’ve overseen a few large capital projects. In my first year as dean, we retrofitted the iconic main library building to make it seismically safe while maintaining its look, even with an earthquake occurring halfway through the project. We’ve won several architectural and library awards. We built an environmentally sound storage facility, and we built a state-of-the-art conservation center and program aided by funding from the Mellon Foundation and others.

That last project is just one example of our now-diversified funding sources. The library used to rely on state and university funding. I branched out. When I started, we had a \$10 million endowment that has grown to \$60 million and gives us flexibility to do new projects. We also just finished a capital campaign for the university; the library brought in 148 percent of its goal.

Something I discovered over the course of my career is that I have a propensity for bringing people and organizations together. I was one of the prime architects of the merger of OCLC and Research Libraries Group (RLG) as well as that of the Orbis and Cascade consortia. The combined organizations provide greater value than they did as individual competitors. I also helped bring the Digital Library Federation (DLF) into the Council on Library and Information Resources (CLIR).

Early on, I had incredible mentors so I have tried to do the same for others. Hugh Atkinson at Illinois was one of my mentors—he was fabulous. He always used to say “there’s room for everyone to succeed” and “the whole is greater than the sum of its parts.” When I was in my mid-20s he asked me, “How would you like to be in charge of training the whole state in using the new online catalog?” I said, “Oh, sure.” What did I know? Looking back, I wondered how he trusted me to do that. It was a stretch assignment. When I was done training everyone, he asked me, “What will happen to libraries when the mainframe is on everyone’s desk?” This was a few years before the

first personal computer was available. He was prescient. He taught me so much—to trust others and give them opportunities to explore and expand.

Finally, the staff I work with are amazing. They are the brightest highlight of my career. I have complete confidence that the next generation of leaders will help us solve looming problems, such as issues in scholarly communication and sustainability. We've had some success with open access but I wish we were farther along.

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

I thought this last year would be a really fun year—and then came the pandemic. We've learned a lot and done great work. We pivoted quickly to remote learning and research, which we couldn't have done without the past 20 years of preparation. Many things are underway now that my successor will have to finish, including building the second phase of our remote-shelving facility and renovating the Tateuchi East Asia Library, which will be a thrill for the next person. We launched our Open Scholarship Commons online in 2020 and will open the physical manifestation of it as soon as we can re-enter the building. Terrific staff and planning will see these efforts through.

I wish we had a sustainable publishing model that would benefit the public good and open research. In the fall of 2000, our then provost Lee Huntsman and I talked about scholarly publishing. He said, "It's an economic model that will collapse on itself." I asked him how long we thought that would take. He said, "Oh, I don't know, eight to ten years." But it's still one issue our field needs to keep working on. And we need to ensure that knowledge can work its way into **all** of society, not just academia.

On a related note, two to three years ago, the library assumed responsibility for the UW Press. We are just now starting to see the fruits of that consolidation with open access publishing and joint projects. I wish we were further along.

And compensation for people who work in our libraries is still much lower than it should be, given the value they bring to the whole enterprise. This is especially true in places like Seattle where it is so expensive to live. It is troubling because it affects everyone individually and affects what they can contribute.

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

It's funny, I recently met with a group of students from the iSchool who asked me the same question. I felt like saying, "You're asking me? My career has been so happenstance." But when I reflected on it I was able to come up with a few pieces of advice:

- Know what your values are. They will get you through hard times as well as easy ones.
- Do the work. You can't be a dean right away. You need time and experience to learn and become humble.
- Find work-life balance. If you don't do this, you will collapse in on yourself.
- Build your network of personal connections and influence. The ARL Leadership Fellows program, which I helped start, is a great opportunity for this. Fellows build the network they depend on for the rest of their career. Your cohort will always be there for you and will respond quickly when you call on them.

- Cultivate curiosity and optimism. These qualities are key in leadership roles.
- Get out and about on campus and in the field, take inspiration wherever you find it, and communicate that to your staff.

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

There are so many unknowns about how we re-enter the post-pandemic world. How should we take teleworking forward? What is the role of the physical place? It is a powerful convening mechanism for people. But there will be more demand for digital delivery of services and expertise as well as collections and knowledge. It will take a while for us to figure out what the library will **be** in the post-pandemic era, just as it will take time to figure out what the university will be. James Duderstadt used to say, “The future of the library predicts the future of the university.” We have the opportunity to rethink so many things. We need to be courageous about what we stop doing—what we didn’t do this year that no one noticed because remote capabilities are so superior now. That opportunity will enable us to take on new things.

Pre-pandemic issues that will continue to be important include developing sustainable publishing and scholarly communication; advocating for public policy related to who owns the knowledge and research—all parts of it, from data to publications; and advancing from a piecemeal approach to digital infrastructure toward a shared and holistic approach.

Learning what an anti-racist organization is and how we get there will be critical. We need to move past the phase of reading books and having discussions. We also need to figure out how we measure the progress we make.

What still inspires you about librarianship?

I’ve stayed as long as I have because it is a mission-driven field, and I’ll be able to continue contributing after I become a dean emeritus.

It has inspired me to see library employees coming together to do amazing things, especially through a pandemic.

I love the interconnectedness of the field around the globe. My husband used to say, “Marry a librarian and see the world.” We truly have the ability to solve worldwide problems.

This is also a lifelong enterprise. People I met through my first job are lifelong friends and colleagues. My first conference roommate is my current conference roommate, now solely because we enjoy each other’s company. This is a huge gift.

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

I look forward to re-tapping into things I used to do that got lost in the traveling and professional work and intensity of the day-to-day, particularly the arts. I recently joined the Seattle Opera Board, which is a way of bringing my fiduciary and governance experience to something I care about. The opera has been very challenged this year but has done imaginative things, such as recording partially staged operas to stream online. I also want to see if I can still do printmaking and painting.

ARL Member Representatives Stepping Down Spring/Summer 2021

I want to learn how to box. I have Parkinson's—boxing is one of the best things you can do for it. All the boxing classes are during work hours. Now that won't matter!

I am moving to Louisville, Kentucky, where my sister, nephew, and niece live. It will be hard to leave Seattle after 29 years—I will miss the mountains and cool marine air—but my new home will be walking distance from my sister's. My husband died two years ago and the pandemic made me realize how important it is to be close to family. Apparently, Louisville is the place for ARL directors to land. David Carlson is retiring there too and Hannelore Rader still lives there. Poor Bob Fox will have more advice than he wants.

From afar, I will be cheering on the next dean and supporting the UW Libraries as it soars to the next level.