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CURRICULUM VITAE
CHARLES B. LOWRY, Ph.D.
EXECUTIVE DIRECTOR
ASSOCIATION OF RESEARCH LIBRARIES

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EMPLOYMENT

EXECUTIVE DIRECTOR, ASSOCIATION OF RESEARCH LIBRARIES (ARL) (2008- 2012)
responsible to the Board of Directors, serves as *ex officio* on the Board and the Executive Committee of
the Board. Retired effective January 1, 2013.

Principal Duties: the Executive Director (ED) serves as ARL's chief executive and is responsible
for the effective administration of all ARL operations and programs. The Executive Director is
responsible for the recruitment and retention of talented staff, budget development and oversight,
and member relations. The ED also serves as the Treasurer of the Association and works closely
with two ARL affiliates, the Scholarly Publishing and Academic Resources Coalition (SPARC)
and the Coalition for Networked Information (CNI). The Executive Director is a leader for the
critical issues and policy developments facing research libraries. In partnership with the Board,
the ED engages with the ARL membership and external partners to implement ARL's strategic
agenda.

Association Representation: ARL has many alliances with other associations and collaborative
groups to help advance the work of the Association on behalf of its 124 member libraries. The
Executive Director serves as the primary representative to these organizations. Among them are
AAU, APLU, CLIR-DLF, CNI, IFLA, LIBER, NISO, OCLC-RLG, SCONUL, SPARC, WHES.

Association Facts: ARL is a private, nonprofit membership organization representing 124
libraries of North American research institutions. Its mission is to influence the changing
environment of scholarly communication and the public policies that affect research libraries and
the diverse communities they serve. ARL programs are focused around three areas: scholarly
communications; information and public policy; and research, teaching, and learning

DEAN OF LIBRARIES, UNIVERSITY OF MARYLAND COLLEGE PARK, (1996-2008) reports
to the Provost and Executive Vice President for Academic Affairs; tenured Professor in the College of
Information Studies.
ACTING DEAN OF THE COLLEGE OF INFORMATION STUDIES (2004).

Principal Duties: Overall administrative and leadership responsibility including budget planning and
administration, program planning, and personnel for all library operations. Particular emphasis also on
fundraising—established viable Friends of the Libraries, led 1996-2003 first capital campaign that raised

over $15 million and currently in have reached $16,000,000 at the halfway point of the new capital campaign (2004-11).

<u>Service Duties</u>: Serves as <u>ex-officio</u> on the University Senate, University Libraries Council (Advisory to Provost, Dean of Libraries and University Senate) and Information Technology Advisory Committee; member of the Council of Deans and Academic Planning Committee. Chair Provost's Committee on Copyright and Fair Use (2002-present); Search Committee for Vice President of University Relations (1998-99); Chancellor's Presidential Search Committee (1997-98); Search Committee for Chief Information Officer (1996-97); Academic Planning Advisory Committee (1996-99); Provost's Committee on Fair Use and Copyright (2002-).

<u>Consortial Duties</u>: Serve as a permanent member of the Executive Committee of the University of Maryland System Council of Library Directors (CLD). The CLD is the governance body composed of University System of Maryland library deans/directors from all of public higher education in Maryland and includes faculty representatives. This body advises the Dean of Libraries at the University of Maryland, which has technical and fiduciary responsibility for managing the library system (Ex Libris—Aleph, Metalib/SFX, and DigiTool) on behalf of all system libraries. Led the establishment and serves as Chair of the Maryland Digital Library (MDL)—the statewide consortium of all pubic and private higher education (four year and community college), which provides licensing and gateway services for networked access to databases. MDL has 52 members which currently self-fund database access. University of Maryland serves as the technical and fiduciary agent for all of these activities. In 2004 lobbied for legislation that made MDL a permanent program of the Maryland Higher Education Commission with UM Libraries as the technical and fiduciary steward.

The University: The University of Maryland at College Park is a land grant institution founded in 1856 and currently enrolls over 25,000 undergraduates and over 10,000 graduate students. It is a top-twenty public institution and is officially designated as the Flagship institution of the University of Maryland System and is comprehensive Research I University by the by definition of The Carnegie Foundation for the Advancement of Teaching and one of only 30 public research universities in the Association of American Universities (AAU). There are more than 3,700 faculty, ninety-eight undergraduate majors and some of the highest ranked programs in the country are taught in the colleges and schools--Agriculture and Natural Resources; Architecture; Arts and Humanities; Behavioral and Social Sciences; Business and Management; Computer, Mathematics and Physical Science; Education; Engineering; Health and Human Performance; Journalism; Library and Information Services; Life Sciences; and Public Affairs. The University offers master's degrees in 87 programs and doctoral degrees in 68, graduating 501 doctorates in 2001, and maintaining a sponsored research program in excess of $352 million per year. Over 65 programs are currently rated in the top 20 of public institutions by the *US News and World Report* annual survey.

Library Program and Description: The University Libraries (2005 ARL Report) employ 144 professional staff (including GA's), 140 support staff and 69 FTE equivalent students. The budget for FY2008 exceeds $23,000,000. They are a member of the Association of Research Libraries, International Association of Technical University Libraries, the Research Libraries Group, participate in OCLC as a member of PALINET, and are cooperating in developing the Chesapeake Information and Research Library Alliance (CIRLA) formed by six ARL institutions, including, the University of Delaware, Georgetown University, George Washington University, Howard University, Johns Hopkins University, the Library of Congress, University of Maryland at College Park, National Library of Medicine and the Smithsonian Institution Libraries.

In 2005 the Libraries housed 3,259,600 bound volumes, maintained 33,477 subscriptions, held over 5,736,084 microforms, and maintain a USGPO Regional Depository collection of nearly 200,000 items. The Libraries support major applications from Ex Libris, Corp.—Aleph ILS, Metalib, and Verde. In addition, the Digital Collections at Maryland are supported with FEDORA software

(http://www.lib.umd.edu/digital/) and the Digital Repository at the University of Maryland (https://drum.umd.edu/dspace/index.jsp). The University of Maryland Libraries also provide support to all public four-year higher education libraries that use this shared system (see, Consortial Duties below).

Central Library: The Theodore R. McKeldin Library is the main library on the College Park campus. McKeldin's collections and services support undergraduate, graduate studies, and research programs in the humanities, agricultural and life sciences, social sciences, education, journalism business administration, and public affairs. Special units located in the McKeldin Library include the Government Documents/Maps Unit, the East Asia Collection, the Electronic Text and Image Center and the Maryland Institute for Technology in the Humanities, the latter a joint project with the College of Arts and Humanities that is supported by a NEH Challenge Grant.

Branch Libraries: The Architecture Library collection supports the graduate and professional programs in the School of Architecture. The Art Library supports programs in art history, studio arts, as well as aspects of many interdisciplinary fields such as photography, graphic arts, interior design, and historic textiles. The collection is designed to support upper class, graduate, and research programs. Engineering and Physical Sciences Library is the campus center for library materials in physics, engineering, mathematics, computer science, and geology with significant collections in environmental sciences, water resources, and aerospace sciences. The R. Lee Hornbake Library houses most Special Collections and all of Nonprint Media Services and has undergone a $10,000,000 makeover that makes it a premier facility for rare materials. It houses the Maryland Room, which contains Marylandia, Manuscripts, Literary and Historical Archives, Rare Books and other special collections, University Archives, and the National Trust for Historic Preservation Library Collection. The most recent addition to the library system is the Performing Arts Library which is a major component of the Clarice Smith Center for the Performing Arts. PAL serves all of the performing arts and its special collections are internationally recognized.

UNIVERSITY LIBRARIAN, CARNEGIE MELLON UNIVERSITY, Pittsburgh, Pennsylvania (1992-96), Associate of the Carnegie Mellon Faculty and Adjunct Professor, Department of History. Reports to the Provost.

Principal Duties: Overall administrative responsibility including budget planning and administration, program planning, and personnel for all library operations.

Additional Duties: Serves as ex-officio on the Faculty Senate University Library Advisory Committee and is a member of the President's Council and the Academic Deans Council.

The University: Founded in 1900, the fall 1993 enrollment was 7,259 (Carnegie Institute of Technology, College of Fine Arts, College of Humanities and Social Sciences, Graduate School of Industrial Administration, H. John Heinz III School of Public Policy and Management, Mellon College of Science, School of Computer Science). The University grants doctoral degrees in 55 fields and offers masters and bachelors degrees comprehensively in all disciplines. Carnegie Mellon is a private Research I University, by definition of The Carnegie Foundation for the Advancement of Teaching–graduating an average of over 155 doctorates per year, and maintaining a sponsored research program in excess of $140 million per year. The University is a member of the Association of American Universities. Total expenditures from all sources were $335,748,000 (FY 1992-93).

Library Program and Description: The University Libraries employ 33 FTE Librarians, 50 FTE staff, and 40 FTE students, and have expenditures of $5,224,423 (FY 1992-93). The University Libraries are charter member of the PRLC/OCLC and are included in the *ACRL University Library Statistics of Non-ARL Institutions*. They participate in the OCLC Research Libraries Reciprocal Faculty Borrowing Program, BRS, Dialogue, and maintain the Library Information System, which was developed during the Mercury Project (1988-92), supported by a grant from the Pew Foundation, Digital Equipment

Corporation, and Apple Computers. Carnegie Mellon Libraries include the Hunt Library, which is the central facility, the Engineering & Science Library, and the Mellon Institute Library, which serves principally graduate teaching and research programs in biological sciences and chemistry. In 1993, the Libraries housed 830,000 bound volumes, maintained 4,000 subscriptions, held over 717,000 microforms, and 186,000 graphics.

Special Programs–Current technology developments include a developmental partnership and technology transfer agreement with SIRSI Corporation for the "library management system; "CMU/UMI Virtual Library Project" to implement campus-wide networked access to 700 full-text journals; participation in the Elsevier TULIP Project to implement access to materials science journals; and the HELIOS Digital Archiving Project funded by Heinz Family Foundations ($1,050,000, 1992-95).

Special Collections–Comprised of several units. University Archives has particular strengths in artificial intelligence, computing, and political archives. The University Archives has a principal role in the HELIOS Digital Archiving Project. The Architectural Archives maintain manuscript collections related to the historical development of architecture, focusing particularly on Pittsburgh. The Fine and Rare Books Department is particularly strong in the history of science and has a strong representative collection from the "cradle period."

DIRECTOR OF LIBRARIES, THE UNIVERSITY OF TEXAS AT ARLINGTON,
Arlington, Texas (1985-1992), Associate of the UTA Faculty and Adjunct Professor, Department of History. Reports to the Vice-President for Academic Affairs.

Principal Duties: Overall administrative responsibility including budget planning and administration, program planning, and personnel for all library operations.

Additional Duties: Serves as ex officio on the University Library Committee, Faculty Senate, Graduate Council, and Undergraduate Assembly.

The University: Located in the Dallas-Fort Worth "metroplex" and the second largest in The University of Texas System, the Fall 1991 enrollment was 25,000 students in the Colleges of Business Administration, Engineering, Liberal Arts, Nursing and Science, and School of Architecture, Graduate School of Social Work, Institute of Urban Studies, and Center for Professional Teacher Education. The University grants doctoral degrees in twenty-two programs comprising over 35 fields, and masters in 35 non-doctoral fields as well as bachelors' degrees. UTA is a Level I Doctoral-Granting University, by the definitions of the Carnegie Foundation for the Advancement of Teaching--graduating an average of 60 doctorates a year and maintaining $11,000,000 in external grant support. The University was admitted to the Universities Research Association in 1988, in recognition of its growing research excellence and role in the Superconducting Super Collider Laboratory. The University's current operating revenues are $130,000,000 (FY 1991-92).

Library Program and Description: The University Libraries employ librarians, 67 FTE staff and 42 FTE students, and have a budget of $5,259,000 (FY 1990-91). UTA Libraries have received additional funding of $9,500,000 (1986-Present) from the UT Regents Available University Fund for acquisitions, automation, and building renovation. AUF grants were based on programs prepared by the Director of Libraries. The University Libraries are a charter member of AMIGOS/OCLC and the founding institution for the Association for Higher Education in North Texas (1968). UTA Libraries are included in the *ACRL University Library Statistics* of non-ARL Carnegie Research and Doctoral Granting institutions. They participate in the OCLC Research Libraries Reciprocal Faculty Borrowing Program, BRS, DIALOG and Medline Services; maintain the NOTIS Library Management System and MDAS. UTA Libraries also maintain a 70+ station IBM PC Token Ring Local Area Network which is devoted to management of library operations. The "UTA Library Gateway" was developed (w/Academic Computing Services) to provide all patrons with seamless Internet access to other library OPACS and databases such as CARL

UnCover2. University Libraries are participating in the development of the University of Texas Libraries Network that will interconnect the academic and medical libraries of the UT System through the Balcones Center for High Performance Computing telecommunications network.

Special Programs - UTA Libraries have been awarded a $275,000 College Library Technology and Cooperation Program Research and Demonstration Grant, "Online Public Access Catalog Enhancement Project"; U. S. Department of Education, Office of Educational Research and Improvement (#R197D90028, 1989-91). In cooperation with the Department of History, the Libraries are developing the Center for the Study of the Greater Southwest and the History of Cartography. The current annual budget is $100,000, and a University sanctioned endowment fund of $2,000,000 is being sought to support an endowed chair and programs of the Center.

Central Library - 35 Librarians; 59 paraprofessional staff; 810,000 bound vols.; 5,600 serial titles; 279,123 microforms or 86,425 volume equivalents; and 1,049,430 hard copy and microform documents in USGPO Depository Collection (1991 statistics).

Special Collections - located in the Central Library, Special Collections is a nationally recognized repository of historical materials including an extensive body of rare books, graphics, manuscripts, newspapers and microfilm in the Jenkins Garrett Library, documenting Texas history from the beginning of European exploration to the present. The Jenkins Garrett Library also contains the nation's most comprehensive collections of books and related documents on the Mexican War of 1846-48. A wealth of historical documents pertaining to early Texas history is found also in the Robertson Colony Collection. These records are being published by the Library and the UTA Press. Another major division of Special Collections is the Cartographic History Library, a center for the study of the history of five centuries of exploration and mapping of the New World. Other collections relate to historical events of the twentieth century: the Texas Political History Collections, the Texas Labor Archives, serving as the official depository of the Texas AFL-CIO and its affiliates, and the *Fort Worth Star Telegram* Photographic Archives.

Architecture and Fine Arts Branch Library - supports the School of Architecture and the Departments of Art and Music; 2 librarians; 2 paraprofessionals; 15,181 vols. and 266 serial titles.

Science and Technology Branch Library - began operation in Fall of 1989 in support of the Colleges of Engineering and Sciences; 4 librarians; 4 paraprofessionals; 110,000 vols. and 1,650 serial titles.

Robotics Information Center - l librarian; 100 serials; small reference collection opening in spring, 1987 and located in the College of Engineering Robotics Research Center in Fort Worth, serves as a "high-tech" R & D center funded by over $5,000,000 in business, industry and foundation grants. The RIC functions as a special library serving 30 resident faculty and graduate students and primarily relying on electronic information transfer.

DIRECTOR OF LIBRARIES, UNIVERSITY OF SOUTH ALABAMA, Mobile, Alabama (1980-1985), rank of Senior Librarian with tenure and Adjunct Professor, Department of History. Reported to the Vice-President for Academic Affairs.

Principal Duties: Overall administrative responsibility including budget planning and administration, program planning, and personnel for all library operations.

Additional Duties: Served as ex officio on University Libraries Committee; served on the Vice-President's Council and the Council of Academic Deans; served as administrative advisor to Standard VI Library Committee in the (1981-82) Self-Study for the Southern Association of Colleges and Schools.

The University: Fall, 1984 enrollment of nearly 10,000 in the Colleges of Arts and Sciences, Allied Health Professions, Business and Management Studies, Education, Engineering, Medicine and Nursing and the Division of Computer Sciences. The University grants bachelors, masters, medical and doctoral degrees. The University budget was $107,264,064 including hospital operations (FY 1983-84).

Library Program Description: The University Libraries budget was $2,276,840 (in FY 1983-84). NOTIS, Northwestern University Library's integrated automation system, was purchased in December 1981, and was fully operational in April 1983. The University Libraries are a charter member of SOLINET and the Network of Alabama Academic Libraries and use BRS, DIALOG, and Medline Services. In addition, the Biomedical Library is a member of the NLM Regional Library Program.

University Library - 15 library faculty; 24 paraprofessional staff; 260,580 vols.; 3,200 serials; 3,885 AV's housed in Library's Instructional Media Center; 525,068 items in Library's Microform Center; 460,794 hard copy and 232,799 microform documents in USGPO Depository Collection; and over 200,000 items in USA Photographic Archives. (1982-83 statistics)

Biomedical Library - 8 library faculty; 14 paraprofessional staff; 65,088 vols.; 2,460 serials and 5,000 microforms.

HEAD LIBRARIAN AND DIRECTOR OF LEARNING RESOURCES, **ELON COLLEGE**
Elon College, North Carolina (1978-80), rank of Associate Professor, Social Sciences Division. Reported to the Vice-President for Academic Affairs.

Principal Duties: Overall administrative responsibility for operation of the Library and Learning Resources Center, and direct responsibility for collection development. Developed an on-line automated acquisitions system on Microdata mini-computer.

Additional Duties: Ex officio member of Faculty Library/LRC Advisory Committee; faculty judge on Student Honors Court; student advisor; secretary of the Elon College Standard VI Library Committee for the Southern Association of Colleges and Schools and primary author of the draft report for (1980-81) Self-Study. See also, Grant Activity below.

Library Program Description: Library - 5 librarians; 8 support staff; and 30 part-time staff; 150,000 vols.; 900 serials; 4,500 AV's; Partial USGPO Depository. LRC - 5 professionals; 3 technical staff; and 25 part-time staff; AV production and hardware circulation; academic computer (Digital PDP 11/34); tutorial assistance and skills lab; entry level and competency testing program.

HEAD OF REFERENCE, ATKINS LIBRARY, UNIVERSITY OF NORTH CAROLINA AT CHARLOTTE Charlotte, North Carolina (1974-78), Social Science Reference Bibliographer, rank of Assistant Professor.

Principal Duties: General and social sciences reference collection development and bibliographic instruction. Member of the Collection Development Group which was responsible for oversight of collection development and fund allocation, and College of Behavioral Sciences Library Committee which coordinated all College selection and fund allocation activities.

Additional Duties: Library Faculty (LF) Representative, UNCC Faculty Executive Board (1974-78), the governing board of UNCC faculty; secretary of UNCC Faculty (1978-79, term not completed); LF Executive Board (1975-78); LF Library Development Committee (1974-75); Professional Development Committee (1974-78); Chair, (1974-77); Vice President/President-Elect LF (1978-80; term not completed). See also, Grant Activity below.

Library Program Description: (1975-77) Head of Reference - 7 librarians and 6 support staff; reference services in all subjects; U.S. Documents; computerized searching for ILL and Medline.

CHAIRMAN OF SOCIAL SCIENCES DIVISION, FAULKNER STATE COMMUNITY COLLEGE, Bay Minette, Alabama (1965-69), rank of Instructor with tenure. Reported to the Dean of the Faculty.

Duties: Major teaching responsibilities were in history; additional teaching responsibilities were in geography and sociology. Served on five standing committees of the College and chaired two Southern Association of Colleges and Schools accreditation committees.

PROFESSIONAL DATA

ACCREDITATION AND REVIEW BOARD ACTIVITIES:

Board of Visitors, University of North Carolina School of Information and Library Science (2010-); Board of Visitors, University of Pittsburgh Libraries (2003-); Florida State University Libraries Review Visitation Team (2005); McGill University Library Review Visitation Team (2003); Middle States Commission on Higher Education Accreditation Evaluator (2003-), SUNY Buffalo visit (2003); New England Association of Schools and Colleges, Inc., Accreditation Visitation Team, Boston University (1998); prepared responses for University of Maryland Libraries to the 1997 visitation from the Middle States Commission on Higher Education.

EXTERNAL BOARDS AND ADVISORY COMMITTEES:

Association of Research Libraries—Board of Directors Finance Committee (2007-09); Board of Directors (2005-08); Strategic Direction II Steering Committee on Policies Affecting Research Libraries (2005-06); Digitizing Government Document Collections Working Group (Member 2004-, Chair 2006-) Information Policy Committee (2003-06) Task Force on Collections &Access Issues (2002), Leadership & Management Committee (2000-02), OLMS Advisory Group (2001-03), Access to Information Resources Committee (1997-99); member.

Library and Regional Consortia—PALINET Remote Storage Task Force, (2005); PALINET alternate representative to OCLC Members Council, (2004-); Chesapeake Information and Research Library Alliance (1996-) Chair (1997-98); member, University System of Maryland Council of Library Directors (1996-), Chair (1997-2000); member, Oakland Library Consortium Board, Pittsburgh (1992-96) and Chair (1992-93); member, Center for Research Libraries Advisory Panel on Access, Chicago (1993-96); Vice-Chair & Chair-Elect, Texas Council of State University Librarians (1990-94); Chair, Association for Higher Education in North Texas (AHE) Library Committee (1985-92), member (1987-91); University of Texas Board of Regents Committee on Library Automation Standards (1986-87); member Texas Council of State University Librarians (TCSUL, l985-92); Chair, TCSUL Statistics Committee (1987-90), which completely revised the Texas State Library statistical reporting form for academic libraries; member Review Group, Automation Study, AHE (l986-87); Vice-Chair and Chair-Elect of the Council of Librarians, Alabama Commission on Higher Education (1983-85); Advisory Council, Network of Alabama Academic Libraries (1983- 85); Advisory Committee for the Evaluation of Multi-type Library Systems (LSCA Grant, 1983-85) for Alabama Public Library Service; Alabama Advisory Council on Libraries, APLS (1983-85); Mobile, Alabama Municipal Archives Disposal Committee (1983-85); APLS Automation Committee (1982-85).

Online Computerized Library Center— OCLC Members Council Alternate Delegate from PALINET, (2003- 08); Member OCLC Research Libraries Advisory Committee (RLAC, 1999-2005); member of the

OCLC, Inc. Advisory Committee on College and University Libraries (1991-97) and Co-chair Chair-elect (1996-97); Representative to the OCLC Users Council (1986-89).

OCLC Affiliated Regional Networks—Board of Directors, AMIGOS Bibliographic Council, Inc., Dallas, Texas (1989-92); Chair, AMIGOS Board (1991-92); Treasurer, AMIGOS Board (1990-91); AMIGOS Budget and Finance Committee (1989-91); Chair, AMIGOS Interlibrary Loan Policy Review Committee (1988-89); AMIGOS Alternate; Board of Directors, Southeastern Library Network, Atlanta, Georgia (term l983-85); Vice-Chair, SOLINET Board (term 1984-85); Chair and member, SOLINET/OCLC Contract Committee (1984-85); member SOLINET Budget and Finance Committee (1984-85).

Associations, Libraries and Universities—National Humanities Alliance Board of Directors (2010-); Board of Visitors, School of Information and Library Science, University of North Carolina, Chapel Hill (2010-); NISO Board of Directors (2009-)Provost's Review Board for Florida State University Libraries (2005); Board of Directors Principal, University of Maryland Center for Information Policy (2004-); Board of Visitors, University Library System, University of Pittsburgh (2003-); Board of Visitors, Middle States Commission on Higher Education Accreditation Committee for SUNY, Buffalo (2003); McGill University Libraries (2003); Selection Panel member, USDA Agricultural Research Service "Excellence in Information Recognition Program" (2002 & 1998); National Agricultural Library Director Search Panel (2001); accreditation team visits for the New England Association of Schools and Colleges and Middle States Commission on Higher Education.

CONSULTANCIES AND WORKSHOPS FACILITATED:

Serve as an external consultant with various architectural firms including VOA of Chicago, Perry Dean Rogers Architects of Boston and Kann and Associates of Baltimore. Independent consultant to American Philatelic Society on expansion of the American Philatelic Research Library, State College, Pa. (1999-2000): Consultant Okaloosa Walton Community College for new Library/LRC building program, working with Sam Marshall Architects (1997-); consultant to Dickinson College, Carlisle, Pa. to review library building program (1996); consultant on Library Technology Center, Iona College, New Rochelle, New York (1993-94); Library Automation Consultant to the Kansas City Regional Council for Higher Education (November,1989-92); Texas Higher Education Coordinating Board "Library Advisory Committee," May 18-19, 1989--one of a group of five consultants convened to advise THECB on the future needs of Texas academic libraries and to prepare a report making recommendations in key areas of technology, collections, and buildings; consultant/trainer on organizational development and strategic planning for San Antonio College Library/Learning Resource Center, April 18-20, 1989; Southern Methodist University Library, consultant on NOTIS Contract Negotiations (1988); "Realities of Administration," presented first day of workshop funded by Alabama Public Library Service topic, "Management Styles and Strategies," at University of Montevallo, April l-3, 1982; LSU Shreveport, co-consultant on Library (with Dr. Edward G. Holley, 1981) for LSUS Chancellor; consultant on Library and Learning Resources Center, Lincoln Memorial University, Strengthening Developing Institutions Program (U.S. Department of Education, 1980-81) and co-consultant (with Dr. P. Grady Morein) on OMS/ARL Small Library Program (1980-81) at Transylvania College Library.

EDITORIAL AND GRANT ACTIVITY:

Member of the MUSE Board of Directors (2007-);

Founding Executive Editor (2001-03), Editor (2004-08) and *Editor Emeritus* (2009-) of *portal: Libraries and the Academy*, published by Johns Hopkins University Press;

Editor of "Managing Technology" column, a regular feature in the *Journal of Academic Librarianship*, (1994-99).

Principal Investigator and author of HELIOS Digital Archiving Project funded by a group of Heinz Foundations ($1,050,000, 1993-96).

Principal Investigator and author of "Carnegie Mellon University/University Microfilms Inc. Virtual Library Project" funded by UMI ($300,000, 1993-96).

Principal Investigator and author of a $275,000 College Library Technology and Cooperation Program Research and Demonstration Grant, "Online Public Access Catalog Enhancement Project," Department of Education, Office of Educational Research and Improvement (#R197D90028, 1989-91).

Chair of Steering Committee and participant in the Association of Higher Education LSCA Title II CD-ROM Union Catalog Pilot Program (1988-89).

Editor (1989-91), and founding associate editor (l987-89) of *Library Administration and Management*, the official journal of the Library Administration and Management Association (ALA Division).

Member of University of Alabama Press Committee (1981-85); manuscript referee, University of Alabama Press.

Administered Learning Resources Center Component (Activity II) of Elon College "Advanced Institutional Development Program." Prepared reports to U.S. Department of Education and drafts for grant extension request (l978-80).

Chaired Personnel Organization Task Force of Council on Library Resources funded ARL/OMS "Academic Library Development Program" Pilot Project (l975-76), University of North Carolina at Charlotte.

Research Assistant in the Office of Dental Education, University of Florida on USPHS research grant No. lll4 Dh2998-0l. Primary duties were compilation of data and writing of narrative for 250 page *Final Report* (l969-70).

TEACHING:

Professor in the College of Information Studies, University of Maryland and teach graduate seminars in academic libraries. In addition to full-time and graduate teaching positions have held adjunct faculty appointments: Carnegie Mellon Department of History, teaching American Colonial History and Revolutionary America; UTA Department of History, teaching American History Survey; guest lecturer in the University of North Texas School of Library and Information Science; University of South Alabama, teaching "History of Colonial America" (l985); and UNC Graduate School of Library and Information Science, Chapel Hill, taught LS 23l "Theory of Modern Library Management" (Summer, l980).

SOCIETY MEMBERSHIPS AND ACTIVITIES:

ARL representative to the International Federation of Library Associations IFLA (2008-); member of IFLA Section on Education and Training (SET); member Conference Planning Committee for 2011 IFLA Conference; member the Management of Library Associations Section (MLAS); continuous member (1973-present) of the American Library Association (ALA) and Divisions: Chair (2002- present) of Colleagues (fundraising) Committee , Association of College and Research Libraries (ACRL), which raised $250,000 to date, which is double previous high; Chair (1992-95) of Local Arrangements Committee, Seventh Annual Conference of the ACRL; Board of Directors of the Library Administration and Management Association (LAMA, 1989-91); Academic Status Committee, Association of College

and Research Libraries (1987-89); Publications Committee (LAMA, Chair 1993-95 and member 1991-93 and 1986-89); Chairman, Association of College and Research Libraries Search Committee for editor of *Publications In Librarianship* (l986-l987); Publications Committee, ACRL (intern and member l981-87); Membership Committee, LAMA (l981-86); Chair, Membership Committee, College Library Section, ACRL (l979-81); Bylaws Committee, Bibliographic Instruction Section, ACRL (l979-8l); Bylaws Committee, Bibliographic Instruction Section, ACRL (l977-78); Reference and Subscription Books Review Committee, American Library Association (l976-80).

Other society memberships: Texas (Vice-Chair, Chair-Elect of the TLA Library Administration Round Table, 1988-90), Alabama, and North Carolina Library Associations; Southeastern Library Association; and American Association of University Professors.

HONORS, AWARDS, AND TRAINING:

Professor Emeritus University of Maryland, College of Information Studies, 2010.

Distinguished Alumnus Award, 2001, The School of Information and Library Science, The University of North Carolina at Chapel Hill.

K. G. Saur Award for "Best College and Research Libraries Article," given by the Association of College and Research Libraries and K. G. Saur, A Reed Reference Publishing Company (1993).

Organized Friends of UTA Libraries (1986-87) campaign which won a John Cotton Dana Library Public Relations Award (1988) from Library Administration and Management Association/ALA and H. W. Wilson Company.

UCLA Visiting Scholar and participant in the Senior Fellows Program, Graduate School of Library and Information Sciences, UCLA (August, 1985) funded by the Council on Library Resources.

Participant in Consultant Training Program (l979-80), Office of Management Studies, Association of Research Libraries, Washington, D.C., funded by the Mellon Foundation and Council on Library Resources. NDEA Title IV Fellow at the University of Florida; Treasurer (1970-1971) and President (1971-1972) of Phi Alpha Theta (Gamma Eta Chapter), National History Honorary Society.

EDUCATION

UNIVERSITY OF NORTH CAROLINA, Chapel Hill, North Carolina. MSLS (l973-74). School of Information and Library Science. Graduate assistant in the North Carolina Collection of Wilson Library with duties in reference, descriptive and subject cataloging, and classification. Full description of curriculum is available in files at the Career Planning and Placement Center, University of North Carolina.

UNIVERSITY OF FLORIDA, Gainesville, Florida, (l969-73), Ph.D. awarded l979, American History, dissertation, "Class, Politics, Rebellion and Regional Development in Proprietary North Carolina (l667-l720)," with minors in Colonial Latin America, England since l485, Modern Europe since l763, and Sociology (emphasis on stratification). Graduate teaching assistant in Department of History (l970-7l); NDEA Title IV Fellow (l97l-72), interim eight-month appointment; teaching appointment in University College (freshman/sophomore program) (l972-73), "Cybernetics and Society." Full description of curriculum is available in files at the Career Planning and Placement Center, University of Florida. See also Grant Activity above.

UNIVERSITY OF ALABAMA, Tuscaloosa, Alabama (l964-65), M.A. in American History.

SPRING HILL COLLEGE, Mobile, Alabama (l960-64), B.S. in History.

REFEREED PUBLICATIONS AND EDITORIAL COMMENTARY

"ARL Library Budgets after the Great Recession, 2011–13." *Research Library Issues: A Report from ARL, CNI, and SPARC*, no. 282 (2013). http://publications.arl.org/rli282/.

With Julia C. Blixrud. "E-Book Licensing and Research Libraries—Negotiating Principles and Price in an Emerging Market." *Research Library Issues: A Quarterly Report from ARL, CNI, and SPARC*, no. 280 (Sept. 2012). http://publications.arl.org/rli280/.

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"Cyberethics and the Rules of Golf," *portal: Libraries and the Academy*, Vol. 7, No. 4 (2007), pp. 405–406.

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"The Gordon W. Prange Collection, a Symbol of Japan-United States Partnership: Lecture at the Opening of the Children's Collection Exhibit Held," *The Window: the Journal of the International Library of children's Literature*, (March, 2003): http://www.kodomo.go.jp/cal/event2003-01-01-01.html.

With Lori Goetsch, "Creating a Culture of Security in the University of Maryland Libraries," To Preserve and Protect: the Strategic Stewardship of Cultural Resources, A Library of Congress Bicentennial Symposium, in Affiliation with the Association of Research Libraries and the Federal Library and Information Center Committee (FLICC), October 30-31, 2000, Washington, D.C.; published by the Library of Congress, Washington, D.C., 2002. Published also in *portal: Libraries and the Academy*, vol.1, no. 4 (November, 2001):pp.455-64 ; and in *Journal of Library Administration*, vol.38, no. 1/2 (2003):pp. 49-57.

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With Denise Troll, "Carnegie Mellon University and University Microfilms International, 'Virtual Library Project': If We Build It, Will They Come?," *Serials Librarian*, 28, no. 1/2 (1996):143-70. Also to appear as a chapter in a monograph edited by Beth Holley and Mary Ann Sheble.

With Denise Troll and Barbara G. Richards, "Carnegie Mellon University Libraries, TULIP Final Report", Appendix I, 180pp., in Marthyn Borghuis, *TULIP: Final Report*, Elsevier Science and Technology Books (Amsterdam, 1996), 368pp.

With Denise Troll and Barbara Richards, "TULIP at Carnegie Mellon," *Library Hi Tech Journal*, 13, no.4, (1995):47-53.

With Barbara Richards, "Courting Discovery: Managing Transition to the Virtual Library," *Library Hi Tech Journal* 12, no.4 (1994):7-14.

"Catching the Second Wave of Library Automation, Information Technology and Transformation," book chapter in Mel Collier and Kathryn Arnold (eds.), ASIS,*Proceedings of the First International ELVIRA Conference (1994),* Milton-Keynes, UK, May 3-5, 1995.

"Preparing for the Technological Future," book chapter in Gary M. Pitkin (ed.), *The Impact of Emerging Technologies on Reference Service and Bibliographic Instruction*, Greenwood Press, 1995. A revised version of this chapter was published in *Library Hi Tech Journal*, 1995. A revised version of this chapter was also published as a column in *The Journal of Academic Librarianship*, July 1995.

"The Status of Faculty Status for Academic Librarians, a Twenty Year Perspective," *College and Research Libraries*, 54 (no. 2, March 1993):163-72.

"Management Issues in the 'Informated' Library," book chapter in Gary M. Pitkin (ed.), *Information Management and Organizational Change in Higher Education: Impact on Libraries*, Meckler, 1993.

"The Matrix Formula: Reconciling Pragmatism, Equity, and Need in the Allocation of Library Material Funds," *College and Research Libraries*, 53 (no. 2, March, 1992) 121-38. This article is a revised and expanded version of a paper presented at "Acquisitions, 90" in St. Louis, and published in the proceedings. It was awarded the 1993 K. G. Saur prize for best article.

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Biographical article on William Maule (l680-l726), vol. 4, 1991, in *Dictionary of North Carolina Biography*, Chapel Hill: University of North Carolina Press, (l979-), William Powell (ed.).

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"Technology in Libraries, Six Rules for Management," *Library Hi Tech Journal*; Consecutive Issue 11, vol. 3, (no. 3, 1985): 27-9.

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"SOLINET's Role in the Changing Environment of State Networking;" *SOLINET Occasional Paper*, No. l, May 1985.

" Becoming a Catalyst", in "ARL/OMS Consultant Training Program: A Symposium," *Journal of Academic Librarianship*, (September, 1982): 200-10.

"Collection Adequacy," Ch. I in *Cooperative Library Resource Sharing Among Universities Supporting Graduate Study in Alabama*, Alabama Commission on Higher Education, 1982.

"Holdings of the North Carolina Collection," *North Carolina Libraries*, Fall, 1976.

"The ACRL Standards and Library Governance, a Comparison of the Personnel Systems of Five Major Academic Libraries," (MSLS paper) ERIC, *Resources in Education*, November, 1975 ED 114 062.

"'The City on a Hill' and Kibbutzim, Seventeenth Century Utopias as Ideal Types," *American Jewish Historical Quarterly*, June, 1974.

"The PWA in Tampa, A Case Study," *The Florida Historical Quarterly*, April, 1974.

REVIEW ARTICLES AND MISCELLANEOUS COLUMNS:

Regular contributor to and editor of "Managing Technology" a column appearing regularly in *The Journal of Academic Librarianship* from 1994-1999.

Review of *Recreating the Academic Library: Breaking Virtual Ground*., edited by Cheryl LaGuardia, New York: Neal-Schuman :Publishers, Inc., 1998; *Restructuring Academic Libraries: Organizational Development in the Wake of Technological Change*, edited by Charles A. Schwartz, Chicago: American Library Association, 1997; and *Academic Library Centrality: User Success Through Service, Access, and Tradition*., Chicago: Association of College and research Libraries, 1998, in *Library Quarterly*, forthcoming January, 2000.

Interviews as editor appearing in *Library Administration and Management* with Jerry Stephens, Spring 1989; Beverly B. Lynch, Fall 1989; Peter F. Drucker and Amitai Etzioni, Winter 1990; Nancy McAdams, Spring 1990; Edward Holley and Linda F. Crismond, Summer 1990; and Kenneth Dowlin, Winter 1991.

"Reactions--1985 to 1995: The Next Decade in Librarianship, Part I and II," *College and Research Libraries*, July, 1985.

Review of Ruth J. Person, *The Management Process*, Chicago: American Library Association, 1983 and G. Edward Evans, *Management Techniques for Librarians*, 2nd ed., New York: Academic Press, 1983 in *Informational Processing and Management*, Fall, 1984.

Regular reviews in "Reference and Subscription Book Reviews," in *Booklist*, American Library Association (1976-80).

INTERNATIONAL ACTIVITIES AND PRESENTATIONS

 "Subcultures and Values in Academic Libraries—What Does ClimateQUAL[®] Research Tell Us?", 9th Northumbria International Conference on Performance Measurement in Libraries and Information Services, Proving Value in Challenging Times; August 22-25, 2011, Exhibition Centre, University of York, United Kingdom.

"Three years and counting – the economic crisis is still with us but the muddling through is over", UK Serials Group Conference 2011 and Exhibition, April 4-6, 2011 Harrogate International Centre, Harrogate, UK.

"Year Two of the Great Recession: North American Research Libraries in Fiscal Crisis", SCONUL Residential Conferences, June 16-18, 2010 Leeds, United Kingdom.

"Muddle Through or Start from Scratch: Can Economic Crisis Create Deep Change in Research Libraries?" Leuven 2010, 12th Fiesole Collection Development Retreat, University Libraries of K. U. Leuven, Leuven Belgium, April 8-10, 2010.

"Year Two of the 'Great Recession': North American Research Libraries in Fiscal Crisis," Association of Subscription Agents and Intermediaries, ASA Annual Conference 2010, February 22-23, 2010, Royal College of Nursing, London, United Kingdom.

"ClimateQUAL™ - The Healthy Library Organization, Normative Findings and What It Means for Library Management", 8th Northumbria International Conference on Performance Measurement in Libraries and Information Services, an IFLA Satellite Preconference Sponsored by the Statistics and Evaluation Section, Libraries Plus: Adding Value in the Cultural Community, Florence, Italy, August 17-20, 2009.

"The Small Market Professional Journal — How Idiosyncrasy Informs The Future and Why It Matters", Session Two: Open Access, Fiesole 2008, 10th Fiesole Collection Development Retreat, The European University Institute (EUI), Badia Fiesolana, Florence, Italy Thursday, March 27 – Saturday, March 29, 2008.

"Digital Archiving: Exploring How Little We Know," lecture to the staff of the National Archives of Japan, Tokyo, August 1, 2007.

"The Ubiquity of Libraries: Some Comments on the Present and Future," lecture to the staff of the National Diet Library, Tokyo, August, 3, 2007.

"The Gordon W. Prange Collection: A Symbol of Japan-United States Partnership," Lecture at the Opening of the Children's Collection Exhibit, International Library of Children's Literature of the National Diet Library, Tokyo, February 1, 2003. (Note: This presentation was at the request of the National Diet Library on the occasion of the exhibit opening for materials from our collections. I have traveled extensively in Japan since 1996 for exhibits, fund raising and presentations related to the work of preserving Japanese materials. We have an ongoing relationship with the NDL and I have negotiated our mutual work and funding with them and Japanese foundations.)

"Completing the Paradigm Shift," panel presentation at "ALEPH in the 21st Century—Future Developments of Ex Libris Information Systems," 13th International Consortium of Aleph Users (ICAU) Meeting, Paris, September 30-October 2, 2002, University of Paris IV: "Centre Universitaire Malesherbes"

"Ready, Fire, Aim--Responding to the Paradigm Shift: University of Maryland Libraries and the Maryland Institute for Technology in the Humanities," Association for Computers in the Humanities and the Association for Literary and Linguistic Computing, Annual Conference, Glasgow Scotland, July 21-25, 2000.

"The Response of the University of Maryland Libraries", presentation at "Changing Models of Scholarly Communications in Library Organizations" a Symposium sponsored by Casalini Libri, Fiesole, Italy March 11-12, 1999, published 2000.

"Content and Technologies for the Virtual Library: Fragmentation or Integration?" Keynote Address, Access '97, Calgary, Alberta, September 29, 1997.

"Technologies for the Virtual Library: What Are They and How Will Libraries Be Changed?" Seminar New Technologies and the Librarian of Tomorrow, Sponsored by the Getulio Vargas Foundation and the Andrew Mellon Foundation, Brasilia, Brazil, May 19, 1997. (Note: this was an extensive three-day workshop offered to academic librarians from all regions of Brazil).

"The Future is Here: Library Services at Carnegie Mellon University," Conference Session Address, Canadian Library Association Conference, Halifax, Nova Scotia, June 5-9, 1996. (Note: this presentation was by invitation of the conference to focus on advanced IT applications at Carnegie Mellon Libraries).

"Catching the Second Wave of Library Automation: Information Technology and Transformations," Keynote Address, University of Utrecht Digital Library Conference, Utrecht, Netherlands, October 1994. (Note: this presentation was requested after visits to Carnegie Mellon by University of Utrecht librarians and computing professionals. I also consulted while in Netherlands on their IT development).

"LIS GUI View of Full Text Electronic Information," paper presented at the First Electronic Library and Visual Information Conference, Milton-Keynes, UK, May 3-5, 1994. (Note: this presentation was requested after visits to Carnegie Mellon by UK academic librarians).

PROFESSIONAL/SCHOLARLY PRESENTATIONS AND PANELS:

Talks to civic organizations and interest groups are not included.

"Scholarly Communication: Can the Academic Community Agree on a Common Path Forward?", Panel Presentation, Association of American Universities, Annual Meeting of Chief Academic Officers, September 12, 2011, Laguna Beach, CA.

"Charleston Observatory Session", Moderator Charleston Conference 2010 "Anything Goes", November 3-6, 2010, Charleston, SC.

"We Don't Know What the Future Will Be, Except That There Will Be One, ARL Scenarios, Plenary Speech, Library Assessment Conference, October 24-27, 2010, Baltimore, MD.

"ClimateQUAL: Background and Overview", Panel at the Library Research Seminar, Integrating Practice and Research, Univeristy of Maryland College of Information Studies, October 6-9, 2010, College Park, MD.

"Research Libraries in the Great Recession, Fiscal Crisis and Adaptive Change", University of Pittsburgh In-Service Day, Speech to Library Staff, August 13, 2010, Pittsburgh, PA.

"Year Two of the 'Great Recession': Surviving the Present by Building the Future", University of Oklahoma Libraries, 27th Annual Conference: Climbing out of the Box: Repackaging Libraries for Survival, March 4-5, 2010 Oklahoma City, Oklahoma. This paper was been presented in different forms at several conferences in 2010 (Association of Subscription Agents and Intermediaries, London, February; University of Oklahoma Libraries, 27th Annual Conference, March; Leuven 2010, 12th Fiesole Collection Development Retreat, April; and SCONUL Annual Residential Conference, Leeds, June). A complete version was published in the *Journal of Academic Librarianship*.

Kyrillidou, Martha, Charles Lowry, Paul Hanges, Juliet Aiken, and Kristina Justh. "ClimateQUAL™: Organizational Climate and Diversity Assessment." Fourteenth National Conference of the Association of College and Research Libraries, March 12–15, 2009, Seattle, Washington.

"'The Future Ain't What it Used to be,' So, 'When You Come to a Fork in the Road, Take It," Rough waters: Navigating Hard Times in the Scholarly Communication Marketplace, American Library Association, http://www.arl.org/sparc/meetings/ala09/index.shtml SPARC-ACRL Forum, July 9-15, 2009, Chicago, IL

"Publishing and Research Libraries: The Future Ain't What It Used To Be," Association of American University Presses Annual Meeting, June 18-21, 2009, Philadelphia, PA. Plenary 2:

Interpress Collaborations and Cross-Marketing Partnerships: Future Visions of Scholarly Communication.

"Publishing and Libraries: Securing our Future in the Brave "Now" World," Society for Scholarly Publishing, 31st Annual Meeting, May 27-29, 2009, Baltimore, MD.

"Brother Can you Spare a Dime?" The 2009 ACRL Trends for Academic Libraries Panel Session, Association of College and Research Libraries Biennial Conference, Seattle, Washington, March 13, 2009.

"Adapting the Research Library Mission —The Role of Digital Repositories," Professional Scholarly Publishing Division (PSP), Association of American Publishers, PSP 2009 Annual Conference, February 4 – 5, 2009, Mayflower Hotel, Washington, DC.

"All About ARL—Shaping the Future of Research Libraries", University of Maryland, College of Information Studies Colloquium, November 24, 2008.

"ARL in the Next Three Years", Presentation at the Association of Southeastern Research Libraries, November 19-20, 2008, Atlanta, Georgia.

"Adapting the Research Libraries Mission—What Do Libraries Do in the Future?", Scholarly Communication Panel, NASULGC Annual Meeting, November 9-10, 2008, Chicago, Illinois.

"Annual Librarian Focus Group", Panelist, Society for Scholarly Publishing, American Geophysical Union, Washington, D.C., February 5, 2008.

With Sue Baughman, "Organizational Climate & Diversity Assessment
OCDA - National Project", presentation at the Association of Research Libraries
Membership Meeting, Washington, D.C., October 11, 2007.

"University of Maryland Organizational Climate & Diversity Assessment Project", Personnel Administrators and Staff Development Officers Discussion Group, American Library Association Annual Conference, Washington, D.C., June 23, 2007.

"Get That Article Published: LIS Journal Editors Tell You How", New York University, Bobst Library,June 11, 2007, Panel with Jim Neal, Columbia University and Danuta Nitecki, Yale University.

"Institutional Repositories," panelist on panel moderated by Cliff Lynch on June 16 at 11:00 a.m.-12:00 p.m. Center for Intellectual Property at UMUC hosted symposium Copyright at a Crossroads: The Impact of Mass Digitization on Copyright and Higher Education. Adelphi, MD, June 14-16, 2006.

"Leadership through Publication: Making a Difference with Scholarship," panelist, June 24, American Library Association, 2006 Annual Conference, New Orleans, June 22-28, 2006, New Members Roundtable Program, Track: Research, Abstract: Publication is the standard by which scholars communicate with one another. This panel will explore how that scholarly process is used as a medium by which leaders project their influence despite geographical and temporal constraints. Particular emphasis will be placed on scholarship in librarianship and how emerging leaders and less experienced librarians can get involved in the scholarly process.

"LibQual+ at the University of Maryland Libraries," keynote address, A Webcast Introduction to LibQUAL+ARL/OLMS Webcast Tuesday, January 11, 2005, 1:30-3:00 p.m. eastern time.

"Continuous Organizational Development—Teamwork, Learning, Leadership and Measurement", ARL Office of Leadership and Management Services[4th] Human Resources Management Symposium: Positive Organizational Scholarship: A New Approach to Organization Development in Libraries; and Emotional Intelligence Post-conference, November 8–10, 2004, Hilton Washington Embassy Row, Washington, DC

"The University of Maryland Libraries Experience", Panel: How to Succeed at Making Libraries Essential to the Enterprise, Ex Libris Invitational Forum on Strategic Direction: Libraries' Enterprise Role, November 3-4, 2004, Hilton Chicago O'Hare Airport For Library Directors of ARL Libraries who have implemented Ex Libris Products.

"The Benefits of Faculty Status for Academic Librarians" paper on program "The Pursuit of Parity: Librarians, Academe & Faculty Status," ARLIS/NA 2003 Conference, Baltimore, Maryland March 25-26, 2003.

"Repositioning Libraries—the External Forces Over Which We Have Little or No Control," PALINET Annual Conference 2002 Future Library Panel, October 29, 2002, Harrisburg, PA.

"Libraries in an Age of Change--Timeless Purpose and Scholarship" speech to the University of the South Friends of the Library, Sewanee, Tennessee, April 9, 2001.

With Martha Nell Smith, a "Making MITH a Reality: The Maryland Institute for Technology in the Humanities" Project Briefing at the Spring 2001 Coalition for Networked Information Task Force meeting, to be held in Washington, DC at the Hilton Hotel & Towers on April 9-10, 2001.

"Academic Information User Perspective", at Fair Use and the Internet: Current Status and Emerging Trends Symposium, National Federation of Abstracting and Information Services, January 25, 2001Channel Inn, Washington, D.C.

"Creating a Culture of Security in the University of Maryland Libraries," at To Preserve and Protect: the Strategic Stewardship of Cultural Resources, A Library of Congress Bicentennial Symposium, in Affiliation with the Association of Research Libraries and the Federal Library and Information Center Committee (FLICC), October 30-31, 2000, Washington, D.C

"Working In the Informated Library—Grappling with deep Change at the University of Maryland," Association for Computers in the Humanities and the Association for Literary and Linguistic Computing Annual Conference, Charlottesville, Virginia, June 9-13, 1999.

"The Economics of Interlibrary Loan: University of Maryland as an Illustrative Example", Managing Interlibrary Loan in the New Century, Federal Library & Information Center Committee Conference, April 6-7, 1999, Washington, D. C.

Presentation at the University of Maryland, College Park, Chinese American Networking Symposium, January 14, 1999.

"Standards and Protocols, Why We Need Law and Order in the Internet 'Wild West'", Maryland Library Association Address, Sponsored by the Government Information Division in Cooperation with the MLA Conference Planning Committee, Ocean City, Maryland, May 7 1998.

"Information Technology--Rules for Managing Change: Or, How I Learned to Live With Ambiguity and Like It," address to Reference and Adult Services Division, Management and Operation of Public Services Section, American Library Association Midwinter Discussion Forum, "Keeping Up With Technology: Can Managers Handle It?," January 21, 1996 San Antonio, Texas.

"If We Build It, Will They Come? Online Full-Text Journals at CMU," paper presented at the Association of College and Research Libraries New England Chapter Fall Conference, October 27, 1995, Regis College, Weston, Massachusetts.

"Carnegie Mellon University and University Microfilms International, 'Virtual Library Project,'" paper presented at the North American Serials Interest Group, Tenth Anniversary Conference, June 1-4, 1995, Duke University, Durham, N.C.

"Project Briefing, Heinz Electronic Interactive Online System--HELIOS Digital Archive," paper presented at the Coalition for Networked Information Spring 1995 Meeting of the Task Force, April 10-11, 1995, Loews L'Enfant Plaza Hotel, Washington, D.C.

"Courting Discovery at Carnegie Mellon Libraries," paper presented at the Association for Information Dissemination Conference, Clearwater, Florida, March 19-20, 1993.

"The Impact on the Academic Library: Managment Issues," paper presented in Track 5 "Information Managment and Organizational Change in Higher Education," at "New Horizons in Library Computing: Computers in Libraries, 1992" Meckler's 7th Annual Conference & Exhibition, March 4-7, 1992, Washington, D.C.

"The Status of Faculty Status for Librarians: a Report on Current Research," (research findings on Carnegie classified institutions conducted with three colleagues: Irene Hoadley, Texas A&M; Rush Miller, Bowling Green University; and Larry Oberg, Albion College), primary presenter and panelist, Association of College and Research Libraries Academic Status Committee Program, American Library Association, Atlanta, Georgia, June 1991.

"Professional Responsibilities in a Changing World: Dilemmas and Issues." Paper presented at the North American Serials Interest Group, Inc., Sixth Annual Conference Program, "A Changing World," June 15-17, 1991, San Antonio, Texas.

"Enriching the OPAC With Collection Specific Periodical Indexing Records--System Issues and Patron Success." Paper presented at the 1991 Faxon Institute Annual Conference, "Creating User Pathways to Electronic Information," April 28-30, 1991, Reston, Virginia.

"Article Level Access to the Online Catalog--A Preliminary Report on the UTA Experience." Paper presented at the Eighth Annual Texas Conference on Library Automation, sponsored by the University of Houston Libraries in cooperation with AMIGOS Bibliographic Council, Texas State Library, Texas Library Association, and the University of North Texas School of Library and Information Science, February 21-22, 1991, Houston, Texas.

"The Future of Academic Libraries." Keynote address for a mini-conference sponsored by the Kansas City Regional Council for Higher Education, University of Missouri/Kansas City, October 18, 1990.

"Reconciling Pragamatism, Equity, and Need in the Formula Allocation of Book and Serial Funds." Paper presented at the "Acquisitions '90 Conference on Acquisitions, Budgets, and Collections," May 16-17, 1990, St. Louis Union Station. Sponsored by Genaway and Associates, Inc. Published in *Proceedings of the Conference*, 1991.

"Costs, Cost Recovery and Interlibrary Loan--Up, Up and Away?." Panel Speaker and Moderator, Interlibrary Loan Roundtable Program, Texas Library Association 1989 Annual Conference, Houston, Texas, April 10-15, 1989.

Invited participant at the "National Conference on the Development of Statewide Preservation Programs," sponsored by the Library of Congress, National Archives and Records Administration, and the National Endowment for the Humanities, Washington, D.C., March 1-3, 1989.

"Does Automation Really Serve People?" Contributed Papers, Track A: The Human Factor, The Seventh Texas Conference on Library Automation, Sponsored by the University of Houston Libraries, Houston, Texas, February 23-24, 1989.

"The Cost of Cooperation in Academic and Research Libraries," keynote address at joint mini-conference sponsored by AMIGOS Bibliographic Council, Inc. and the School of Library and Information Sciences at the University of North Texas, Denton, Texas, May 11, 1988.

"Bridges to Cooperation: The Association for Higher Education and University of Texas Systems Projects." Presentation at the Texas Library Association District VII Annual Meeting, Arlington, Texas, October 17-18, 1986.

"Strategic Planning: The Economics of Information--Costs Going Up, Costs Going Down." Presentation at Index Education Conference with the theme "Computers, Technology and Learning," sponsored by the American Library Association and INFOMART, Dallas, Texas, August 4-6, 1986.

"Life on the Technology Express." ACRL President's Program. Group Discussion Leader, American Library Association Conference, June 28-July 3, 1986.

"Copyright and Contract: New Proposals for Action." Panelist, SOLINET Annual Membership Meeting Program, May 14-16, 1986

"Dialogue: New Researchers/Experienced Researchers," panelist at Theme Session IV, Association of College and Research Libraries, Fourth National Conference, Baltimore, Maryland, April 9-12, 1986.

Respondent to Allen Veaner's keynote, "The Next Decade in Academic Librarianship," College and University Library Section, Texas Library Association, Fort Worth, Texas, April 7-9, 1986.

"James Michener's *Texas* in Historical Perspective." Presentation for the Texas Voices Sesquicentennial Program sponsored by NEH and Texas Library Association, Fort Worth, Texas, March 11, 1986.

"Alliance for Excellence" and "A Nation at Risk." Panelist, Alabama Library Association Annual Conference, Mobile, Alabama, April 9-11, 1985.

"The University of South Alabama Libraries' Tape-Matching Retrospective Conversion with the Library of Congress." Presentation at the Network of Alabama Academic Libraries Seminar on Retrospective Conversion, Birmingham, Alabama, November 12, 1984.

"Technology and Its Impact on Management." Presentation with respondent Frank Grisham, Southeastern Library Association Biennial Conference, Biloxi, Mississippi, October 17-19, 1984.

"The Network of Alabama Academic Libraries, a Single Purpose Network." Presentation at spring meeting of the Bay Area Library Association, Mobile, Alabama, May 17, 1984.

"State Networking." Moderator and organizer of panel discussion. Personal presentation, "SOLINET's Role in the Changing Environment of State Networking," SOLINET Annual Membership Meeting, Atlanta, Georgia, May 10-11, 1984.

"MBO and Faculty Status at USA Libraries." Panel presentation at College and University Section, Alabama Library Association Annual Conference, Birmingham, Alabama, April 10, 1984.

"Automation at USA Libraries." Speech to the Technical Services Round Table, Alabama Library Association Annual Conference, Birmingham, Alabama, April 9, 1984.

"Matrix Formula: Reconciling Pragmatism and Equity in the Allocation of Library Material Funds." Paper presented to the Library Faculty at Vanderbilt, Nashville, Tennessee, July, 1983.

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