

**UPCOMING  
EVENTS**

Illinois Library  
Association  
Annual  
Conference  
Donald E.  
Stephens Conven-  
tion Center  
Rosemont  
Oct. 18-20, 2011

**IACRL**

Conference  
Doubletree Chi-  
cago-Oak Brook  
March 16, 2012

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## In the Spotlight: Paula Kaufman

**Lindsay Harmon  
American Academy of Art**

Paula Kaufman, Juanita and Robert E. Simpson Dean of Libraries and University Librarian at the University of Illinois Urbana-Champaign, has been named the 2011 Illinois Academic Librarian of the Year. Kaufman will receive the award at the Illinois Library Association Awards Luncheon at the ILA conference in October. The award is sponsored by CARLI and includes a \$500 monetary prize.

According to the award announcement, Kaufman was nominated for the award because of "her extraordinary leadership in Illinois, her vision and strategic thinking for the future of libraries, and the generosity with which she shares her inspirations."



**Illinois Academic Librarian of the Year Paula Kaufman.**

Kaufman's career in librarianship has spanned more than four decades and includes service as the Dean of Libraries at the University of Tennessee and an administrator at Columbia University, as well co-founder of a research services firm, Informa-

tion For Business. She is an active member of ILA and a founding member of CARLI. Her scholarly work focuses on changes in publishing, challenges in library management, and innovations in services.

In recognition of the award, the *IACRL Newsletter* staff talked to Kaufman via email about the highlights of her career as a librarian, her current activities, and her thoughts about the future of librarianship.

*Why did you choose academic librarianship?*

Actually, I stumbled into academic librarianship right after finishing my MS, left it for a while, and then made a deliberate choice to return. The job market was very rich when I graduated from Columbia's School of Library Service in the late 1960s. Because of my back-

*See Kaufman, page 6*

## Partners: Librarians in Information Commons

**Ursula Zyzik  
Saint Xavier University**

Academic libraries are undergoing new transformations. Physical spaces are being re-configured into Information or Learning Commons humming with students and technology on a 24/7 basis. The trend began around a decade ago in response to a radical impact of

technology on student learning and library research habits. The focus shifted to users and services from the traditional content and collection management when the expectations of study, library, computer labs and social spaces no longer satisfied the new generation of students. The integration of these services and spaces

created Information Commons with various access points or zones for research, writing, and creating multimedia. Some libraries developed Learning Commons--a twin model where other campus services were relocated to the new learning space, including student advising, tutoring, or career ser-

*See Commons, page 9*

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## A Message from the Incoming President

**Susan Swords Steffen**  
Elmhurst College

For me as for many of us in the academic world, September brings not only the end of summer, but also the beginning of a new year, a time of new challenges and new possibilities. When I meet my students for the first day of class, they all have the potential to be happy, engaged learners who will never complain about an assignment or a grade, and the new faculty I introduce to the library and to the campus will be productive researchers whose information needs are not only met but exceeded and never ask for a journal we cannot afford. No one has overdue books and budgets are not overspent. Last year's issues and challenges in the library and on campus will surely be solved this year in creative ways that let us all accomplish all of our goals and achieve excellence. Well, not really, but for me,

hope springs eternal in the fall, and I always think it is a good idea to harness that optimism to move us forward at least a little bit every year.

For as long as I can remember in the Illinois academic library world (and that is getting to seem like a really long time), we have been asking what should IACRL be doing? What is our purpose? What would make membership and participation in ILA and IACRL worthwhile for academic librarians? We have goals and bylaws, officers and committees, but what should we be "doing"? And I do believe that IACRL has a variety of reasons for existing, from facilitating connections and conversations among Illinois academic librarians to providing a voice for academic librarians in ILA and in the state to serving as the ACRL affiliate chapter in one of the largest, most active library communities. I know that none of us can answer these questions by ourselves; we

need collective action to figure this out.

So, early in the summer, we called together an IACRL Leadership Summit to make a plan for what we should be doing in the next year. Fifteen librarians from various walks of Illinois academic library life: public and private, large and small, downstate and Chicago area, newer and more mature, spent the day thinking and talking and coming up with a game plan for the year. First, we decided to go forward with an IACRL conference to be held in March 2012 (for more information about the conference, check out the news item on the conference in this newsletter). Second, we decided to work towards increasing academic librarian participation in the ILA annual conference and in other ILA programming, beginning with encouraging attendance and networking at this year's ILA conference. Third, we are choosing to focus on membership as a prior-

*See Steffen, page 7*



### adopt, adapt, accelerate

The IACRL 2012 Conference will be held Friday, March 16, 2012 at the Doubletree Hotel Chicago-Oak Brook. Join Illinois academic librarians in a one-day conference to share ideas and conversations that will help us all to learn how to "Adopt, Adapt, Accelerate." The conference program will begin on Friday morning, with a dessert and drinks reception Thursday evening. Also, look for more information about "Dinners with Colleagues" in Oak Brook area restaurants on Thursday evening. The conference registration cost will be \$125 early bird, \$150 full.

A call for participation can be found at <http://www.ila.org/events-and-exhibitors/iacrl-conference>. The Programming Committee is interested in conference presentations and panels that address the conference theme as well as proposals for sessions in nontraditional formats, such as focused discussions, "Idea of the Hour," or "birds of a feather" groups.

# Steffen Receives Melvin R. George Award

## Adapted from the LIBRAS website

Susan Swords Steffen, Director of the A.C. Buehler Library at Elmhurst College and incoming IACRL President, has been named the recipient of LIBRAS' Melvin R. George Award for 2010-2011.

The purpose of the Melvin R. George Award is to honor Mel George, former Director at Elmhurst College and second LIBRAS president, and other LIBRAS founders who, by their example, have made a significant contribution to the development of interlibrary cooperation through the establishment of LIBRAS. LIBRAS, Inc. is a



**Susan Swords Steffen**

consortium of 17 private college and university libraries located in the Chicago metropolitan area.

Susan, who has been the Director at Elmhurst since 1997, has served LIBRAS over the years in many ways. Beyond serving as Vice President, President, and Treasurer of LIBRAS, she has encouraged her staff to take on leadership roles in the organization.

While creating an outstanding college library environment at Elmhurst, Susan has contributed significantly to the profession by teaching and serving on the Advisory Board of Dominican's GLIS program (in which she has also taught), and by serving on many different IACRL and ILA committees.

Congratulations, Susan!

*"I like looking at the larger library picture and influencing how the library can help students discover, grow and learn."*

# Meet President-Elect Tammy Schnell

## Jana Brubaker Northern Illinois University

*What is your current professional position and what do you like best about it?*

I am the Associate Dean of the Library at Lincoln Land Community College in Springfield. I have been in this position permanently since November 2010. I like looking at the larger library picture and influencing how the library can help students discover, grow and learn.

*Why did you decide to become a librarian?*

When I was a senior at Indiana University working toward a journalism degree, I realized that I enjoyed the research and investigation aspects of journalism more than asking and digging into the hard questions. I saw the value of finding and discovering information and decided to pursue my MLS



**IACRL  
President  
Elect  
Tammy  
Schnell**

(also at Indiana U.) directly out of undergrad.

*Where did you grow up?*

Fountaintown, Indiana (which is about 40 miles southeast of Indianapolis). "You can take the person out of the small town, but you can't take the small town out of the person."

*What do you like to do in your free time?*

I like to garden and scrapbook. I also like to go for bike rides and walks. I LOVE playing the board game Sorry with my family (and I

don't hold back when I play that game).

*What are you reading?*

Over the summer, I started reading the Harry Potter books aloud with my six-year-old son. We are now reading *Harry Potter and the Prisoner of Azkaban*.

*What is your greatest accomplishment?*

I hiked the Routeburn Track in New Zealand's Fiordland National Park. It rained, sleeted, and snowed, and I think maybe there was some sunshine on the last day of the walk.

*If you weren't a librarian, what career would you choose?*

Hands down, I'd be a national park ranger--or maybe a meteorologist.

*What do you think the most challenging issue for libraries will be in*

*See Schnell, page 6*

# 10 Questions for Secretary-Elect Lynn Fields



Secretary-Elect Lynn Fields

IACRL Newsletter  
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Please send news to  
the IACRL  
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c/o Ellen K. Corrigan  
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*The Illinois  
Association of  
College and  
Research Libraries is  
an Illinois Library  
Association forum  
and a chapter of the  
Association of  
College and  
Research Libraries.*

**Jana Brubaker**  
Northern Illinois  
University

*Where did you grow up?*

My dad was in the Air Force, so we moved constantly. I grew up in Washington State, Florida, Louisiana, Okinawa, Arkansas, and Illinois.

*Why did you decide to become a librarian?*

I always loved to read, and the summer before I started the 7<sup>th</sup> grade my Dad arranged for me to spend an afternoon a week helping out at the local library. I shelved books, filed cards and helped with summer reading. The librarian who worked with me was so kind and helpful that I decided then I wanted to be a librarian.

*If you weren't a librarian, what career would you choose?*

I would probably be a teacher.

*What is your current professional position and what do you like best about it?*

I'm the Director of Technical Services at Lovejoy Library, Southern Illinois University Edwardsville. I've only been in the position a short time, but so far, I enjoy the fact that every day is different and presents new challenges.

*What do you like to do in your free time?*

I like to garden, walk, read, cook and make baskets.

*If you had a year off with pay, what would you do?*

I would naturalize my yard and travel.

*What historical figure fascinates you?*

I read *Love is Eternal* by Irving Stone when I was in the 7<sup>th</sup> grade, and have been fascinated by Abraham Lincoln and Mary Todd Lincoln ever

since.

*What are you reading now?*

*Far from the Madding Crowd* by Thomas Hardy (for about the 10<sup>th</sup> time).

*What do you think the most challenging issue for libraries will be in the next ten years?*

I think the most challenging issue for libraries in the next ten years will be the move from print to electronic resources. Change doesn't happen overnight, so we will need to juggle the traditional formats and workflows while transitioning to new formats and workflows.

*What do you look forward to most in your new IACRL position?*

Meeting new people across the state and learning how other libraries do things.

## Librarians on the Move: Fall 2011

**Karen Hovde**  
Northern Illinois University

*Cathryne Parish* has been promoted from Library Services Coordinator to Library Services Director at **Illinois Central College**.

**Illinois State University's** Milner Library welcomes two new deans.

*David Stern* has been appointed Associate Dean for Public Services. Stern will coordinate the reference, instruction, outreach and collection development activities of the many subject librarians. He was previously an Associate University Librarian at Brown University and the Di-

rector of Science Librarians at Yale University. He has degrees in Biological Sciences (University of Connecticut), History & Philosophy of Science (Indiana University), and Library Science (Indiana University). Stern served as Editor of *Science and Technology Libraries* from 2005-2007, and served on the Board of Directors (2000-2003) and also as the Chair of the Knowledge Management Division (2007-2008) of the Special Libraries Association. He has taught library science graduate courses, and serves as a consultant and advisor to a number of professional societies and commercial publishers

and online services.

*Tom Peters* has been appointed Assistant Dean for Strategic Technology Initiatives. Peters will coordinate web services and end user systems and the institutional repository. He is the founder and CEO of TAP Information Services, director of the Center for Library Initiatives from 2000-2003, and Dean of University Libraries, Western Illinois University from 1998-1999. He holds degrees in English (University of Missouri), Library & Information Science (University of Iowa), and English & Philosophy

See *Move*, page 6

# Bold, Brilliant, Brave: Academic Librarians at ILA 2011

## Lauren Jensen Monmouth College

The 2011 Illinois Library Association Annual Conference will be held October 18-20 at the Donald E. Stephens Convention Center in Rosemont. This year's conference theme, "Bold, Brilliant, Brave," highlights the efforts made by library communities to use innovative solutions to meet the changing needs of our users.

The academic librarians listed below will be presenting at the conference. A full version of the conference program with an expanded description of the sessions is available on the [ILA website](#).

### Tuesday, October 18

**Information Literacy and General Education Goals: A Brilliant Combination**, 10:45 – 11:45 a.m.  
Speakers: Susan Avery, University of Illinois Urbana-Champaign; Kelly Fisher, Eureka College; Amy Glass, Illinois Central College; Jennifer Sharkey, Illinois State University; Frances Whaley, Illinois Valley Community College. Moderator: Susan Franzen, Illinois Central College  
Sponsor: IACRL

**Research Services Outpost: A Cooperative Reference Staffing Effort by Academic Librarians in a Shared Dormitory**, 10:45 – 11:45 a.m.

Speakers: Molly Beestrum, Columbia College Chicago Library, and Brian DeHart, DePaul University Library.

Moderator: Katy Hite, Roosevelt University Library  
Sponsor: IACRL

**Guerrilla Tech: Subversive Technology Adoption and Deployment**, 1:45 – 2:45 p.m.

Speakers: Jacob Hill, Elmhurst College; and others  
Sponsor: IACRL

**Organizational Storytelling**, 3:00 – 4:30 p.m.

Speakers: Karen Brown and Kate

Marek, Dominican University

**Digitizing Illinois History**, 3:00 – 4:30 p.m.

Speakers: Betsy Kruger, University of Illinois Urbana-Champaign; Linda Zellmer, Western Illinois University. Moderator: Rebecca Lowery, University of Illinois at Chicago

### Wednesday, October 19

**College Student Expectations of Their Library: Come Hear the Results of the ERIAL Two-Year Study**, 9:00 – 10:00 a.m.

Speakers: David Green and Mary Thill, Northeastern Illinois University  
Sponsor: IACRL

**Underestimating Complexity: Creativity in Libraries as Loose Systems**, 9:00 – 10:00 a.m.

Speaker: Troy Swanson, Moraine Valley Community College  
Sponsor: IACRL

**Valuing Reference Services**, 10:15 – 11:15 a.m.

Speakers: Kirstein Dougan, University of Illinois Urbana-Champaign; Lisa Janicke Hinchliffe, University of Illinois Urbana-Champaign; and Diane Srebro, Orland Park Public Library

**Multi-type Library Cooperation: Creating and Using Local Content to Connect Your Community**, 10:15 – 11:15 a.m.

Speakers: Amanda Binder, University of Illinois at Springfield; Janelle Gurnsey, University of Illinois at Springfield; and others

**Going Mobile: A Simple Mobile Web Site for Your Library**, 10:15 – 11:15 a.m.

Speakers: Veronica Booth and Gwen Gregory, John Marshall Law School Library; and others

**Keeping the Internet Free: Reports from the Front in the Battles to Protect Free Expression on the Internet**, 2:00 – 3:30 p.m.

Speakers: Al Kagan, University of Illinois Urbana-Champaign; and

others

**Patron Driven Acquisitions: Is it Time to Re-think Processes for Academic Title Selection?**, 2:00 – 3:30 p.m.

Speakers: Nancy Crow, Quincy University; Nestor Osorio, Northern Illinois University; and Lynn Wiley, University of Illinois Urbana-Champaign  
Sponsor: IACRL

### Thursday, October 20

**Research to Practice: The Impact of Summer Reading Programs on Student Achievement**, 9:00 – 10:30 a.m.

Speakers: Janice Del Negro, Dominican University; Susan Roman, Dominican University; and others

**Make a Connection: Library Services for International Students**, 9:00 – 10:30 a.m.

Speakers: Yi Han and Janelle Ruswick, Instruction Coordinator, Illinois Institute of Technology  
Sponsor: IACRL

**Gaming NOW @ Your Library**, 9:00 – 10:30 a.m.

Speakers: Brian Myers, Northwestern University; and others

**Surviving Together — Restoring Our Communities Through Institutions That Connect Us**, 9:00 – 10:30 a.m.

Speaker: Joseph Clair, Illinois Institute of Technology

**Departing the Desk: Reference, Change, and the Art of Letting Go**, 11:30 a.m. – 12:30 p.m.

Speakers: Stephanie Davis-Kahl, Sue Stroyan, and Chris Sweet, Illinois Wesleyan University

**IACRL Luncheon**, 12:35 – 1:55 p.m. Attend IACRL's annual luncheon and business meeting, which includes the annual report, current issues, and plans for the coming year. The Academic Librarian of the Year will be recognized at the luncheon.

*Pre-registration is required for the luncheon.*

**2011 ILA  
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**Ursula Zyzik**  
Saint Xavier  
University

*Schnell, from page 3*  
*the next ten years?*

The obvious challenge is and will be funding for libraries. I also see the continuing challenge of students not recognizing the differences and connections between information and knowledge. It's up to us as librarians and educators to help students pursue this awareness and connectivity.

*What do you "know now" that you wish you "knew then"?*

I know now that I can be myself and lead within that guiding framework. I can be a leader in my own ways from wherever I stand without having to do it just like someone else does it.

*What three adjectives best describe you?*

Dedicated, compassionate, supportive.

*What do you look forward to most in your new IACRL position?*

I look forward to meeting and getting to know people! I believe the more we know about each other, the better strength we can have as an organization.

*Kaufman, from page 1*

ground as an economics major in college and because of the excellent mentoring of my Business Reference instructor the late Sylvia Mechanic (then the director of the Brooklyn Public Business Library), my goal was to work in a corporate library. I had many offers, almost all with the same starting salary. In the end, I chose a reference position at Columbia University's Business Library, primarily because it had a higher salary and better benefits (I was very young at the time). Poor leadership in the Business Library led me to become quickly disillusioned, and when I was recruited to work at the library of a major international consulting company (McKinsey & Company), with a significant salary increase, I jumped at it. That position provided an opportunity to form an early information

industry company, Information For Business, along with two partners and funding from an multinational company. After the major shareholders (the funders) sold the company, I took some time to reflect on where I wanted to spend my career, which led to my commitment to helping large academic research libraries fulfill their missions to facilitate the teaching, learning, and research activities of their faculty, students, and scholars around the world. Because I had grown up in New Haven and had held several summer jobs at Yale, I had more experience working in large research universities than my short time in the libraries at Columbia University. It's a decision I have never regretted.

*What has been the biggest challenge of your job/career?*

My career has spanned more

than four decades of fundamental societal changes that together have created significant challenges and enormous opportunities. Putting aside the very big challenge of having to meet payroll every week in a private company, managing expectations of our organizations, our staff, and our users, and managing my own expectations, together comprise the biggest challenge of my career. I know that all our colleagues must contend with the changing nature of staffs' and users' expectations and demands. Over the last 40+ years, there have been fundamental changes in pressures in staff members' personal lives that seem to change the basic compact between employees and employers. And the speed with which all these factors change seems to be faster than ever before,

*See Kaufman, page 8*

*Move, from page 4*

(Grinnell College, Grinnell, IA).

ISU also welcomes *April Anderson* as the new University Archivist for the Dr. Jo Ann Rayfield Archives. April was previously Senior Archivist and adjunct instructor in History at the University of Central Florida. She has degrees in Library and Information Science

(Florida State University) and History (University of Central Florida).

*Retirements*

*Jane Norem*, Head Librarian at **Illinois Valley Community College**, retired on June 30, 2011.

*Christine Kubiak* retired from Milner Library at **Illinois State University** after serving 20

years as the university's Music Librarian.

*Beth Schobernd* retired as the Associate Dean for Technical Services and Facilities at **Illinois State University's** Milner Library after 22 years of service. Schobernd served as head of the library's Preservation Department prior to working in administration.

# Recent Publications by Academic Librarians in Illinois

**Compiled by Tracy Ruppman  
Loyola University Chicago**

Adomenas, Audra V. "Preserving a Cultural Heritage: Lithuanian-American Archival Materials in Chicago." *American Theological Library Association Summary of Proceedings* 64, (2010).

Barnhart, Fred D. and Jeannette E. Pierce. "Becoming Mobile: Reference in the Ubiquitous Library." *Journal of Library Administration* 51, no. 3 (April 2011): 279-290.

Burt, Holly Ann. *The Patient Safety Perspective: Health Information and Resources Online and in Print*. Chicago: Medical Library Association, 2011.

Chu, Felix. "Navigating the Wilderness." *College & Research Libraries News* 72, no. 6 (June 01, 2011): 355-356.

Duke, Lynda M. and Andrew D. Asher. *College Libraries and Student Culture: What we Now Know*. Chicago: American Library Association, 2011.

Greene, Courtney. "Can it, Bottle it, Smoke it: And Other Kitchen Projects." *Library Journal* 136, no. 9 (May 15, 2011): 98-99.

———. "Food Trucks: Dispatches

and Recipes from the Best Kitchens on Wheels." *Library Journal* 136, no. 4 (March 1, 2011): 93-94.

———. "Spirits of just Men: Mountaineers, Liquor Bosses, and Lawmen in the Moonshine Capital of the World." *Library Journal* 136, no. 5 (March 15, 2011): 125.

———. "The Three Sisters Indian Cookbook: Flavours and Spices of India." *Library Journal* 136, no. 11 (June 15, 2011): 110.

Hepburn, Peter. 2011. "Authentic Wine: Toward Natural and Sustainable Winemaking." *Library Journal* 136, no. 13 (August 1, 2011): 115.

———. "Purple Citrus & Sweet Perfume: Cuisine of the Eastern Mediterranean." *Library Journal* 136, no. 7 (April 15, 2011): 107.

———. "Sweet Stuff: An American History of Sweeteners from Sugar to Sucralose." *Library Journal* 136, no. 12 (July 1, 2011): 99.

———. "Vij's at Home: Relax, Honey." *Library Journal* 136, no. 5 (March 15, 2011): 131.

Hunter, Gina and Dane Ward. "Students Research the Library: Using Student-Led Ethnographic

Research to Examine the Changing Role of Campus Libraries." *College & Research Libraries News* 72, no. 5 (May 2011): 264-268.

Kern, M. K. and Merinda Kaye Hensley. "Citation Management Software: Features and Futures." *Reference & User Services Quarterly* 50, no. 3 (Spring 2011): 204-208.

Kvenild, Cassandra and Melissa Bowles-Terry. "Learning from Distance Faculty: A Faculty Needs Assessment at the University of Wyoming." *Journal of Library & Information Services in Distance Learning* 5, no. 1 (January 2011): 10-24.

Martin, Kristin E. "Marrying Local Metadata Needs with Accepted Standards: The Creation of a Data Dictionary at the University of Illinois at Chicago." *Journal of Library Metadata* 11, no. 1 (January 2011): 33-50.

Martin, Kristin E., Judith Dzierba, Lynnette Fields, and Sandra K. Roe. "Consortial Cataloging Guidelines for Electronic Resources: I-Share Survey and Recommendations." *Cataloging*

*See Publications, page 10*

## Steffen, from page 2

ity: encouraging academic librarians to join ILA and IACRL as well as ACRL and building library administrative support for IACRL participation. Fourth, we want to explore some different formats for participation that will appeal to the broadest range of academic librarians, providing venues for the presentation of scholarly and professional work, connecting those interested in mentoring relationships, social gatherings, local and regional programming, alternative presentation formats, and working collaboratively with other groups

that represent the interests of Illinois academic librarians.

Now we need everyone to help us make this game plan a reality; so, come and join us this year. You can start by attending some or all of the ILA conference in Rosemont, October 18-20. Come to the IACRL lunch and business meeting on Thursday, October 20; you are welcome to attend even if you do not come for lunch. Volunteer for an IACRL committee to help us plan for the future of the association; we need your help and all voices will be heard. Plan to attend the IACRL conference in Oak

Brook on Friday, March 16 (and we will have some social events planned for Thursday evening so put those on your calendar, too). Submit a conference presentation, a discussion topic, a poster session proposal, or a new format for sharing your professional and scholarly work.

We look forward to hearing from you. Let's take advantage of this fall's new beginning to figure out what we should be doing to renew IACRL as a strong and effective venue and voice for Illinois academic librarians. Please join me.

Susan

**"Now we  
need  
everyone to  
help us make  
this game  
plan a reality;  
so, come and  
join us this  
year."**

*“To every librarian, new or experienced, my other advice is obvious: be flexible, open to change, and comfortable with ambiguity, think deeply about problems and issues, take strategic risks. And have fun.”*

***Kaufman, from page 6***

which will continue to present us with enormous challenges as well as enormous opportunities for those willing to take some strategic risks.

As to my own expectations, the growth of the civil rights and the women's movements broadened my thinking and, ultimately, my self-confidence; positions that hadn't been open widely to women seemingly suddenly were within my grasp only a decade after completing my MS degree. I remember remarking to a colleague when I left my first job that I thought I could lead the Columbia Business Library more effectively than it was then being led (admittedly, this wasn't a high standard), and that my goal was to be its director by the end of my career, which at that time with a "stretch" goal. Surprisingly to me, I was recruited for that position about 10 years later, and it served not as the capstone of my career but as the start of my journey in library administration and leadership. I have been very lucky to have had wonderful mentors who helped me through and along my journey; I definitely would not be in my current position without the help of those wonderful people.

***What has been the greatest reward of your job/career?***

There are four. 1) Knowing that I have led libraries that have remained on the cutting edge of being able to support the institutions' faculty and students; 2) contributing at the campus level to the University's relevancy through engagement with and leadership of campus planning and prob-

lem solving; 3) helping to secure the Library's financial future through aggressive fund-raising; and, probably the most rewarding, 4) watching people I've mentored develop, grow, and assume positions and accomplish things I could never dream of accomplishing.

As you can tell, I believe deeply and passionately in the role of mentoring in developing librarians, library managers, and library leaders.

***How does your business background inform your career as a librarian?***

It helps in several ways. Although my MBA curriculum included cost accounting, business principles, and the like, my choice to concentrate in organizational theory and management has been critically important to my success. The insights I learned about the importance of organizational culture have been significantly helpful to me as I've moved from one organization to another and as I've led the evolution of organizational cultures in different settings. Because I've seen too many new leaders fail to take time to understand their new organization's culture, and thus not succeed, I've been very appreciative of my background in this area.

***What advice do you give to new librarians entering the profession?***

I tell them that they're at the start of what should be a wonderful career journey. They'll have many choices to make along the way. So, my advice is not to develop a detailed career plan, but to be open to taking opportunities. Everyone's idea of success is unique, so all librarians should

be open to taking risks if they're going to bring them what they think of as success. To every librarian, new or experienced, my other advice is obvious: be flexible, open to change, and comfortable with ambiguity, think deeply about problems and issues, take strategic risks. And have fun. When a job is more tiresome than it is enjoyable and fulfilling, it's time to make changes.

***What is your next big project or challenge at the U of I Libraries?***

In late August I told my staff that I'll serve as the Juanita J. and Robert E. Simpson Dean of Libraries and University Librarian for only two more years. I will step down on August 15, 2013 after 14 years at UIUC and 26 years as a library director. I feel very strongly about organizations' regular need for new leadership, new perspectives, and new energy. And, I think it's a good idea to step down before others want to push me out. I'll take a semester to refresh my research agenda and then return as a tenured faculty member to work in the Mortenson Center for International Library Programs, a unique and vastly important component of the University Library. Before my term ends, however, we have many things to do. Among our biggest projects are purchasing and implementing a web-scale resource discovery system, completing our short-term strategic planning, and joyfully and more importantly, filling positions that we're now able to fund.

*You've written and spoken quite a bit about the future of academic libraries. Where do you see academic libraries heading?*

*See Kaufman, page 10*

**Commons, from page 1**

vices. At the core in both models is the co-location of the information technology, library, leisure, and study spaces.

Newly defined concepts, such as *co-location, collaboration, connectivity, partnership, engagement, intentional learning, instrumental learning, social spaces, and integrated digital environment* describe the philosophy of the transformed spaces with learning theories of Connectivism and Constructivism cited as the *raison d'être* of the new architecture.

Russell Bailey of the University of North Carolina developed the typical Information Commons characteristics:

- Physically located in a library
- Access to traditional library services
- Technology-rich environment
- Integrated into traditional library services
- Access to full range of software
- Collaborative learning and workspaces

While the literature is quite voluminous on the subject, its focus is primarily on the architectural solutions of the spaces, philosophy of service, and student experiences. But what has been the impact of the Commons on the public service/reference librarians? How will this change our role and status as educators to service providers in the big hub of other campus services?, wonders Steven Bell in an ACRLog post. There has been less documented analysis of this perspective. There are a few case studies focusing on reference librarians in the commons ("Reference Librarians at the Reference Desk in a Learning Commons: A Qualitative Evaluation" from the University of Massachusetts-Amherst; "The Role of Academic Reference Librarian in the Learning Commons" from the Pennsylvania State University and University of Nebraska-Lincoln; "We Are All Librarians: Training in the Ever Evolving Information

Commons" from University of Arizona Library and Gettysburg College).

The impact on librarians, particularly public service/reference librarians, varies, depending on the model of IC/LC--whether the Commons is a designated area within the library, a separate building bridged to the library, or a fully integrated hub of campus services. The redesigned spaces involve relocating and restructuring reference services and co-locating them with the technical support staff from the IT departments.

The literature suggests that the librarians' role has broadened to include programming of events for students and increased outreach activities not only to faculty but also to other support services now active in the Commons. The presence of IT staff and support services releases librarians from frequent computer troubleshooting demands and allows them to engage fully with research assistance. There are also indications about the increased demand for teaching information literacy. This is no longer the blended librarian who juggles the reference and research assistance, teaching information skills and technical support of the library hardware and software used by students.

I was particularly interested in the experiences of Illinois academic librarians who transitioned to the IC/LC models. I was excited about participating in the program, *Student-Centered Library Service and the Library Learning Commons*, organized by the University of Illinois at Chicago Library. The flyer invited the audience to "a discussion of the conceptual and practical aspects of the learning commons model in the contemporary academic library." The speakers, Lisa Janicke Hinchliffe, Coordinator for Information Literacy Services and Instruction of the University of Illinois at Urbana-Champaign University Library; Leslie M. Haas, Director of Loyola University's Richard Klarchek Information Commons; and Fifi Logan, Head of Reference



**Loyola University Richard Klarchek Information Commons.**

at UIC's Daley Library, represented different modes of the learning commons.

All guest speakers emphasized the philosophy of commons, highlighting their unique approaches to the newly designed spaces. I asked them if they could describe the immediate impact on librarians' responsibilities and daily activities created by the Commons. Among the several statements were the following: stepping outside of reference; increase in instruction; focusing on outreach; reaching to "centers of excellence" on campus; renaming the reference desk; instituting multiple reference services, such as Ask a Librarian and Librarians' Office Hours; term paper consultation; creating a position of Orientation Services Librarian; managing partnership and partners, which can be very demanding and difficult; and offering programming of academic nature, especially after 5 p.m., when the atmosphere of the Commons relaxes.

As more academic libraries transition to the integrated architecture of learning commons, librarians will adapt to their new roles. It will be useful to revisit the discussion in the near future as to how the new generation of students and librarians benefit from this transformation.

**Publications from page 7**

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**Kaufman, from page 8**

Academic libraries and academic librarians have a bright future, although we will carry out our traditional roles in new and exciting ways. Key to our success will be our ability to exploit (in a positive sense) current partnerships and collaborations and to build new collaborations and partnerships in new ways. Academic librarians in Illinois have a huge advantage over our colleagues in other states. We have a long history of productive collaborations, and in recent years we've taken bold steps to consolidate many of our fragmented consortia in order to build a strong, flexible, and enormously important consortium—CARLI.

Our next challenge is to expand our horizons and develop a long-term vision of CARLI as a more singular organization, moving our concept of ISHARE from a collection of our collections to a single collection and taking other singularly-focused steps that will

improve our users' access to content and services. Even more difficult is to stretch our vision to think similarly about our non-collection resources. Can we leverage our investments in selected subject expertise and functional specialists, for example, to benefit the totality of our users? Our campus partnerships are of equal, or even greater, importance. Whether we're working to enhance student success, to manage faculty and student-produced data, to preserve campus treasures, or do almost anything else we will need campus partners. But, we can no longer just invite partners to our tables or accept invitations to theirs. I think that the key to success is working with partners to create new tables, tables owned not by one partner but by the entire partnership.

Academic libraries are also heading into global waters. Some of us have our feet in more deeply than others, but it's hard to imagine an educated citizenry without knowl-

edge and understanding of global issues, and thus it's hard to imagine academic libraries without more international engagement. We have many opportunities in front of us, including attending international conferences; working with librarians who come from outside the U.S. to visit and/or for professional development; becoming engaged with international issues in our library associations; traveling to other countries to visit and/or work in libraries there; doing research, writing, or developing technical systems with librarians from other countries; rethinking the nature of international partnership agreements, which are fairly generic and which leave many opportunities on the table; and much more.

There's so much opportunity ahead to develop, sustain, and evolve our services. Librarians will be limited only by their imaginations and their courage—and they lack neither. The future is very bright.

*"There's so much opportunity ahead to develop, sustain, and evolve our services. Librarians will be limited only by their imaginations and their courage—and they lack neither."*