

PROFESSIONAL EXPERIENCE

University Librarian, George C. Gordon Library

Worcester Polytechnic Institute, Worcester, MA, March 2017 –

- As University Librarian, responsible for promoting the library as a hub for active and engaged learning in support of academic programs, information literacy, and WPI's research-intensive, project-based curriculum.
- Provide leadership for library collections, finance, assessment, scholarly communication, data curation, facilities and fundraising.

Consultant, University of California, Davis Library

University of California, Davis, November 2016-January 2017

- In collaboration with UC Davis library leadership team, designed and conducted an exploratory study of academic library staffing among UC Davis peer institutions, to identify patterns and levels of staffing for traditional, emerging, and extended academic library programs and services.

Dean of Library Services, Robert E. Kennedy Library

California Polytechnic State University, San Luis Obispo, September 2014 – September 2016

- In 2014-2015, led strategic plan for Kennedy Library, published in fall 2015 (lib.calpoly.edu/strategic). The plan emphasizes the role of the library in supporting faculty and student connections; interdisciplinary research and teaching; experimental “sandbox” spaces for the campus; inclusivity and accessibility; integrated and complementary use of digital and human spaces and resources to achieve exceptional learning experiences; and creating an empowered and culturally invested staff.
- Led staff in planning phase 2 of the library's Initiative for Digital IDEAS (Innovations in Digital Expression, Access, and Scholarship). Building on 2015 migration from ContentDM to Islandora, the next phase is planned in collaboration with other digital systems staff in the California State University library systems office, and will begin a multi-year migration of all digital assets along with key digital services to a suite of open source platforms (Fedora 4, Hydra, Sufia).
- Led development and phased implementation of the 2014 library building master plan developed with Shepley Bulfinch. Progress in two years since the plan was completed included a \$0.5 million campus investment in renewing and expanding 24-hour library spaces as Hub24, a peer-led digital scholarship center, that opened fall 2016; collaborating with the university's Center for Innovation and Entrepreneurship to create a student-driven, campus-wide Innovation Sandbox (maker space) in the library; doubling the number of group study rooms; and doubling collections storage for Special Collections and Archives with a new storage vault partially funded by private donors.

- In 2015, re-established the Library Advisory Board (board of external development advisors) and created a new library advancement plan in collaboration with new University Development leadership. Advocated for and hired a new external relations director position with a portfolio that includes strategic communication, advancement, and grants development. The library's new organizational focus on grants and foundation funding will build on successful faculty-led and collaborative research grants.
- In 2015, reestablished and renewed a more integrated standing committee on library inclusivity and diversity, representing all library departments, to support staff and faculty in deepening the library's engagement in a broad range of inclusivity goals. These included sponsoring new training on diversity for staff, and continuing to sustain the library's year-round role supporting the university's Summer Institute (EOP) students.

Note: Between 2011 and 2014 the library was aligned with campus information systems and technology services under the CIO, and my title was University Librarian. My promotion to Dean in 2014 reflected a new focus of the library on our university-wide academic role in research and learning. As dean, my responsibilities continued to include those of the University Librarian, listed next.

University Librarian, Robert E. Kennedy Library

California Polytechnic State University, San Luis Obispo, July 2011 – August 2014.

- Provided strategic vision and collaborative leadership for a busy university library serving 19,000 students and 1000 faculty in an environment that excels at fostering engaged cross-disciplinary, polytechnic learning. Innovative programs launched and expanded since 2011 include data services, multi-literacies, open education, digital archiving, digital scholarly publishing, peer learning, and public engagement programs and communications. I oversaw three website redesigns including the first mobile-friendly (responsive) website at our university.
- Directed and developed human resources, including 35 staff, 10 faculty and over 13 FTE (100 individual) student assistants; collaboratively led a team of five senior managers as well as directing a team of communications and strategic projects specialists. Added new professional positions supporting digital archives, open education and open publishing, foundational learning, and GIS and numeric data services.
- Had overall responsibility for redesign and administration of building with 154K usable square feet, 2300 user seats, extensive open hours, and five university classrooms; provided collaborative support to numerous on-site partner organizations, including Academic Skills Center, a full-service café, the Center for Teaching, Learning, and Technology, campus print and copy services, satellite writing support services, and the university's Honors Program.
- Had overall responsibility for a budget of \$7M that funds staff, capital investments, information resources and digital library systems. Developed, coordinated, and advocated for initiatives that attract funding support, through collaborations with University Development and Academic Affairs.
- In 2014-2014, led development of a library master plan with an architectural team from the architectural firm, Shepley Bulfinch; produced a strong vision and plan for significant short-term program and capacity enhancements.

- In 2013, led entire library staff and faculty in submitting application for ACRL Excellence in Academic Libraries award, which we were awarded in January 2014. Kennedy Library is the first university library in California to have been recognized since the awards were first given in 2000.
- In 2012, envisioned and built a new library Data Studio, transforming a legacy microform and map room into a cross-disciplinary space for all Cal Poly students to engage with today's data literacies and skills. Grand opening celebrated principal private donors and featured speaker from NYT. Programs and outreach have expanded and the space also features peer learning services and digital humanities support.
- Represented Cal Poly San Luis Obispo on the California State University (CSU) Council of Library Directors (COLD); served 2012-13 chair of Electronic Access to Resources committee (EAR), responsible for planning allocation of a \$5M information resources budget; elected Vice-Chair / Chair-Elect of COLD 2013-2015, serving as Chair of COLD, 2014-2015 and past-chair 2015-2016; served as founding project manager, COLD communications initiative (libraries.calstate.edu), 2014-2016.

Associate Dean for Public Services, Robert E. Kennedy Library

California Polytechnic State University, San Luis Obispo, February 2008 – June 2011.

- Developed and delivered innovative and effective library programs and services that supported learning, teaching, and research; and fostered an inclusive and vibrant academic community through new cross-disciplinary special events and new community partnerships.
- Recruited, mentored, supervised, and led a team consisting of all our faculty librarians, who partnered with college faculty to support general and specialized curricula through instruction, information access, and related services. Supervised assessment program and supported campus and department accreditation.
- Led a team of seven library staff to provide reference and research support, interlibrary services, circulation services, and course reserves.
- Supported doubling of 24-hour study spaces to include quiet and computer-supported work areas. Established and led Student Library Advisory Council, which met (and continued to meet) weekly to serve as a standing “think tank” and student advocacy group. Established new public program series, including Science Café, and Conversations with Cal Poly Authors; led library marketing and communications; collaborated closely with the library web developer to create effective user interfaces and expand social media engagement; provided direct support for the library's advancement program.

Head Librarian, Engineering and Science Libraries

Massachusetts Institute of Technology Libraries, July 2003-February 2008.

- Developed, enhanced, and assessed services and collections to assure exceptional support for world-class science and engineering research and undergraduate and graduate learning.
- Supervised, mentored, and supported thirty Engineering and Science Libraries staff, including sixteen professional librarians and eight direct reports. Managed a cross-disciplinary team of

collections experts that provided support for collections of close to 1 million volumes, and advised on expenditures of over \$3.3M for information resources. Doubled instruction activity, innovated in online and workshop-based instruction, merged access and reference desks, increased faculty outreach, expanded marketing and outreach; launched a data service initiative, and secured an NLM-funded bioinformatics fellow.

- Led a small, highly collaborative management team across the engineering and science disciplines, to plan and deliver programs in research collections, instruction, data services, facilities renovation, technology, and public services.
- Developed strategies for integrating staff, resources, services, and collections across five engineering and science libraries; supported the budget-driven closure of one of these libraries; participated in libraries strategic planning, and led development of system-wide public policies and practices.
- Cultivated relations between Engineering and Science Libraries and other MIT libraries and other MIT departments, offices, and programs; and engaged in networking beyond MIT with Harvard libraries in support of engineering and science libraries.
- Served on library planning group that developed program specifications for combined science and engineering library in 2003-4, working with Shepley Bulfinch architectural firm. After the decision was made to put this plan on hold, I led a team in proposing and implementing facilities updates for Barker Engineering Library, including creating new media room, and refreshing carpet and reading areas. These new users spaces were made possible by the systematic project I championed, to digitize legacy media and acquire digital journal backfiles; digital access was also preferred by faculty and students.

Department Head, Science & Engineering Library

University of California, San Diego, July 1999-June 2003.

- Led and managed information services and collections supporting undergraduate, graduate, and research programs of the Jacobs School of Engineering and the Division of Physical Sciences, and research institutes (e.g. San Diego Supercomputer Center; California Institute for Telecommunications and Information Technology (Cal(IT)²).
- Managed a collections budget of over \$1.4 million; managed a total staff of 14.5, including six professionals, with eight direct reports. Established a bioinformatics lab in collaboration with the new Bioinformatics Department; expanded a popular and efficient service that delivered digital versions of print articles to faculty and graduate students; enlivened S&E facilities with artwork and improved the physical layout of collections and study spaces; and created better access to introductory textbooks.
- Led and launched a campus electronic course reserves program and campus-wide collaborative initiative to integrate access to all course materials across course web sites, university bookstore services, and library course reserves. Led a campus-wide electronic books initiative and participating actively in an early analysis of ebooks by the California Digital Library.
- Conducted needs assessment for the San Diego Supercomputer Center and developed a research prototype partnership with CERN (European Center for Nuclear Research) to explore adoption of

CERN Document Server to SDSC's information management needs. Served as a liaison to the UCSD Physics Department,

- Served as a team leader in library strategic planning; participated in campus digital library planning, initiating several innovative communications strategies and contributed to web design and web assessment (statistics) initiatives. Led in development of "DLIT" – digital library speaker series; and sponsored DIGLET – a librarian-authored blog (one of the first), designed to educate staff and faculty about digital library issues.

Managing Webmaster

National Science Foundation, Arlington VA, November 1996 – June 1999.

- Led web design and development for the National Science Foundation in NSF's Information Dissemination Branch, including technical and strategic planning and policy development for public and internal web sites. Mission was to reflect and project the NSF's enterprising and adventurous spirit as well as to blend and harmonize the distinctive styles and cultures of NSF's major disciplinary divisions.
- Managed the design, development, and public release of three major web site redesigns in 30 months, including implementing the Verity search engine, developing public and internal document databases and custom alerting services; and introducing database-to-web integration. Led a group of NSF Division webmasters; consulted with offices throughout the NSF regarding their public web presence; provided project management and leadership; managed customer relations; supervised six technical staff (including contract personnel); led agency-wide web site communications; collaborated closely with the central NSF technology department including programming staff; participated in federal agency web initiatives; developed requirements and managed technical contracts.

Library Director

National Science Foundation, Arlington VA, June 1994 – November 1996.

- Responsible for planning, budgeting, and outreach to develop and support a comprehensive information service for scientists, engineers, and staff charged with carrying out NSF's mission of funding basic research in all areas of science, engineering, and science education. Created the agency's internal agency web site ("Inside NSF").
- Created a full program of desktop access to databases and services, introduced 24-hour document delivery; weeded the print monograph and serials collections, converted card catalog to the SIRSI system; developed a successful monthly training program; and managed a renovation of library space and shelving.
- Managed a staff of three direct reports, recruited and oversaw contractors, developed and introduced an innovative program of internal temporary personnel reassignments.

Collections Policy Officer and Web Development Team

Library of Congress - 1992 – June 1994.

- Served as one of three Selection Officers in the Collections Policy Office, responsible for selecting items for the Library's monographic collections across most subjects and western languages, and for developing a model collection policy for emerging digital resources.

- Participated in the design and implementation of the Library's web and Gopher-based information services (marvel.loc.gov, www.loc.gov, and thomas.loc.gov), and became proficient in using UNIX, C, and basic Internet protocols.

Librarian

Library of Congress, Science & Technology Information Initiative, 1991-1992.

- Served as one of two professional research librarians on a library-wide team charged with redefining the Library of Congress' role in national and international science and technology information (STI) services.
- Made recommendations for managing STI gray literature (technical reports, conference papers, government documents, informal papers and preprints).
- Took lead role in organizing an agency-wide Internet Users Group, which independently developed the first LC Gopher ("Marvel"); initiated projects to bring the WAIS and InQuery search engines to LC, where they were used to provide enhanced retrieval from its gopher and also its experimental catalog. (WAIS and InQuery were early natural language search engines before Google.)

Librarian

Library of Congress, General Reading Rooms Division, 1982-1991.

- Provided research and reference services in the Main, Microform, Business, Science, Local History, and Machine-Readable Collections reading rooms of the LC General Reading Rooms Division; provided expert reference in government publications, report literature, dissertations, archival collections, and social sciences literature; compiled finding aids and generated and managed bibliographies online.

Library Assistant

Georgetown University, Lauinger Library, 1980-1982

- While completing my graduate degree in library science at Catholic University of America, I worked full time in an active federal and international document depository, serving academic clientele and members of the public. I supervised several student assistants and assumed responsibility for four months as acting head.

EDUCATION

M.S. Science and Technology Studies, Virginia Tech, Arlington and Blacksburg campuses, Virginia, 1999. (GPA 4.0)

M.L.S. Catholic University of America, Washington DC, 1981. Honor society graduate.

B.A. in Literature (English, German, and comparative), University of California, Santa Cruz, 1976. College honors on graduation

PROFESSIONAL RECOGNITION

- Promotion to Dean, Library Services, Cal Poly, September 2014
- Inaugural class, Cal Poly Leadership Forum (year-long program, one of 40 staff and senior administrators selected for this pilot program), 2014-2015
- National award, ACRL Excellence in Academic Libraries (university category), January 2014
- Promotion to University Librarian, Cal Poly, June 2011
- MIT Leader to Leader Program graduate, 2006: (one of twenty professional staff selected from across the Institute to participate in year-long intensive training in personal, organizational, and university leadership)
- Accelerated advancement and career status, UCSD, August 2002
- National Science Foundation (NSF) Director's Award for Program Management Excellence, 1996
- Outstanding Performance Award, NSF, 1995, 1996, 1997, 1998
- Special Achievement Award, Library of Congress, 1994
- Outstanding Performance Award, Library of Congress, 1982-1994

SELECTED AWARDS, GRANT WRITING, AND DEVELOPMENT

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| 2016 | Collaborated with Center for Innovation and Entrepreneurship and College of Engineering to establish and expanded Innovation Sandbox in library: successful outreach with several private donors (\$360,000 total commitments). |
| 2015 | Building master plan resulted in securing \$500,000 in student fees to renovate and expand 24-hour study in the library, creating a digital research hub, Hub24. |
| 2013 | Led Cal Poly's ACRL Excellence in Academic Libraries award application development team. In January 2014, Kennedy Library received this award, and was the first California library to be recognized in the university category. |
| 2011 | Led team to submit IMLS National Leadership Grant on behalf of Kennedy Library to expand and develop Science Café program (not funded). |
| 2007 | Provided key support for a successful MIT Libraries application with University of Massachusetts, Amherst, for NAL USAIN grant to digitize historic agricultural and land use documents, spring 2007. |
| 2006 | Led a successful application process for MIT Engineering and Science Libraries to host a National Library of Medicine (NLM), Second Year Associate Fellow. MIT was the first university without a medical school to have competed successfully in this program. |
| 2006 | Coordinated and authored MIT's successful application to participate in the first ACRL/ARL Institute on Scholarly Communication (July 2006). |

SELECTED PUBLICATIONS AND PRESENTATIONS (1999-PRESENT)

- 2016 “Planning for learning: Balancing digital trends, physical realities & pedagogy,” concurrent session presentation at Society for College and University Planners (SCUP-51), Vancouver, July 2016, with Christina Long and Janette Blackburn (Shepley Bulfinch) and Paul Guenther (McGill University). Available from: <https://works.bepress.com/agold01/15/>
- “From digital to post-digital: Digital IDEAS in practice,” concurrent session presentation, Digital Initiatives Symposium, University of San Diego (April 2016). Available from: <https://works.bepress.com/agold01/14/>, <http://slides.com/akgold/usd-idi/#/>
- 2013 “Libraries, process, and data,” ASIST national conference, November 2013, Montreal. Available from: <http://works.bepress.com/agold01/12/>
- “Open culture at the heart of the university: Library as multicommons,” presentation at OKCon: Open Knowledge Conference, September 2013, Geneva. Available from: <http://works.bepress.com/agold01/13/>
- “Open to the inevitable: Librarians as open content professionals,” poster with Sarah F. Cohen. Poster session, ACRL Conference, April 2013. Available from: <http://works.bepress.com/agold01/11/>
- 2010 “Data curation and libraries: short-term developments, long-term prospects,” white paper. Available from: <http://works.bepress.com/agold01/9/>
- “The library as a student research site,” presentation at CARL biannual conference, Sacramento, California, April 10, 2010; also paper in *California Association of Research Libraries (CARL) Conference Proceedings* (2010). Available from: <http://works.bepress.com/agold01/10/>
- 2009 “Libraries and data: Short term developments, long term prospects.” Invited presentation, American Geophysical Union, December 14, 2009.
- 2008 “The island of our knowledge, the shore of our ignorance,” invited keynote speaker, First Summer Institute on Data Curation, University of Illinois, Urbana Champaign, June 5, 2008.
- 2007 “Open science and scientific publishing: Open access and the progress of science. Promise, permissions, persistence, & partnerships.” Panel presentation with Prof. Hal Abelson (MIT) and John Wilbanks (Science Commons), November 13, 2007. Available from: <http://works.bepress.com/agold01/3/>
- “Making a difference: Pushing back on DRM at MIT,” MIT Libraries podcast, September 18, 2007.

- “Cyberinfrastructure, data, and libraries, Part 1: A cyberinfrastructure primer for librarians. *D-Lib Magazine*, Volume 13, Issue 9/10, September 1, 2007. Available from: <http://works.bepress.com/agold01/6/>
- “Cyberinfrastructure, data, and libraries, Part 2: Libraries and the data challenge: Roles and actions for libraries. *D-Lib Magazine*, Volume 13, Issue 9/10, September 1, 2007. Available from: <http://works.bepress.com/agold01/4/>
- “Data explorations by science librarians at MIT,” Poster presentation at ALA/STS, June 2007.
- 2006** ASIS&T panel on scientific data management and libraries, moderator, November 2006.
- “Print journal duplicates cost estimation project: Final report,” (with Marilyn McSweeney, MIT Libraries) January 2006.
- 2005** “Moving to the academy in mid-career: A short field guide for the experienced librarian,” chapter in Gwen Gregory, ed., *The Successful Academic Librarian*, Information Today, 2005.
- 2004** “Benchmarking for building engineering and science libraries,” presentation at ASEE 2004 (Salt Lake City), June 2004. Available from: <http://works.bepress.com/agold01/2>
- “Chain reactions: Archives and the value chain in chemistry’s scientific communications,” presentation at National Research Council Workshop of the Chemical Sciences Roundtable, 2004.
- 2003** “FLOW: Co-constructing low barrier repository infrastructure in support of heterogeneous knowledge collection(s),” with Karen Baker and Frank Sudholt, Proceedings of the third ACM/IEEE-CS Joint Conference on Digital Libraries, Houston, Texas (2003) poster session, p. 397.
- “Multilateral partnerships for sharing and preserving instructional content and context,” *Portal*, v. 3 n. 2 (April 2003), 269-291.
- 2002** “Building FLOW,” presentation to ACM/IEEE Joint Conference on Digital Libraries, Portland, July 2002; also short paper. Available from: <http://works.bepress.com/agold01/1/>
- “Computational science: an Internet introduction,” *College & Research Libraries News*, February 2002.
- 2000** White paper on standards for electronic books (with Lucia Snowhill and others, for California Digital Library Task Force on E-Books). December 2000.
- “SDSC: Assessment of information needs of the San Diego Supercomputer Center,” July 2000.
- 1999** “At the margins of modern science: *Leviathan and the Air-Pump* as a case study for meta-analysis of contemporary science and technology studies.” Virginia Tech, master’s thesis

(Science and Technology Studies), May 15, 1999. Richard M. Burian, Chair. Available from: <http://scholar.lib.vt.edu/theses/available/etd-052499-165749/>

SELECTED PROFESSIONAL AND COMMUNITY SERVICE AND DEVELOPMENT

Professional Societies / Memberships:

- WEST Executive Committee, non-archive holder representative, 2015 - 2016
- CNI representative, Cal Poly San Luis Obispo, 2011 - 2016
- Current member, ALA (ACRL, STS); ASIS&T
- Previous memberships: ASEE/ELD; SLA; ACM, APS, History of Science Society
- Member (MIT representative) ARL Task Force on E-Science, 2007-2008

Selected Campus and Community Service, Cal Poly San Luis Obispo (2008-2016):

- President's Leadership Council, 2015 - 2016
- Cal Poly Campus Master Plan, Chair, Committee on Academic and Instructional Spaces, 2014-2015
- Coordinating Committee on Inclusivity and Diversity (Library), founding and ex officio member, 2015 - 2016
- Founding chair, Learn by Doing Scholar Award committee, 2014 - 2016
- More than a Motto (Learn by Doing Conference and Project), Advisory Board member, 2014-2016
- Council of Library Directors (COLD), Past Chair, 2015-2016; Chair, 2014-2015; Vice Chair / Chair-Elect, 2013-2014; Vice-Chair / Chair, Electronic Access to Resources Committee, 2011-2013
- Cal Poly Inclusive Excellence Council, member, 2013 - 2016
- Invited External Reviewer, Cal State Fresno Library 7-Year Program Review, 2012
- Kennedy Inclusive Culture Committee (Library), founding member, 2011 - 2015
- Cuesta Community College Library Advisory Board, 2011 - 2016
- Cal Poly WASC Steering Committee, member, 2010-2011
- California Rapid ILL Pod, founding coordinator, 2010
- Cal Poly Nisei Honorary Degree Working Group, member, 2010
- Student Library Advisory Council, founding advisor, 2009-2012
- Cal Poly Strategic Plan Working Group on Graduate Education, member 2008-2009
- Cal Poly Academic Assessment Council, member, 2008-2011

Selected MIT and MIT Libraries Service (2003-2008)

- Public Access to MIT Libraries Task Force, chair
- Task Force on Public Services Committees (October 2005 - January 2006), chair
- Institute Graduate Student Collaborative Network, member
- MIT Libraries Graduate Student Users Group, chair
- MIT Libraries Leadership groups: Library Council; MIT Libraries Public Services Leadership Group; MIT Libraries Public Services Management Group; MIT Libraries Electronic Theses Advisory Group; MIT Libraries DSpace Policy Advisory Group; Pilot Digital Document Delivery Team (member)
- Engineering and Science Libraries (ESL): Chair, Collections Coordinating Group; convener, ESL

Management Team; founding member, ESL Data Initiatives Group.

Selected UCSD and UC Libraries Service (1999-2003)

- Libraries Cabinet (UCSD, expanded executive team) - member (1999 - 2002)
- Digital Library Program Working Group (UCSD Libraries)- member (2001-2003)
- Digital Library Innovation Team (UCSD Libraries) - Steering Committee member (1999-2003)
- Electronic Reserves Task Force (UCSD Libraries) - chair (through 2003)
- Strategic Plan Working Group (UCSD Libraries) - sub-committee chair
- Electronic Books Working Group (UCSD Libraries) - co-chair (2001-2003)
- eBooks Task Force (UC System - California Digital Library) - member (2001)
- Librarians Association of UC (LAUC) -San Diego - Research & Professional Development Committee, member two-year term (2001-2003); representative to UCSD Academic Senate Library Committee (2002-2003)