

# Rick L. Fought, Ed.D., MLIS, AHIP

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## Education/Credentials:

Doctor of Education in Higher and Adult Education (Ed.D.) with a concentration in Higher Education, University of Memphis, Memphis, TN, December 2016.

*Dissertation title:* “A Phenomenological Study of Effective Leadership in Academic Health Sciences Libraries in the United States”

*Committee:* William Akey, Wendy Griswold, Charisse Gulosino, Mitsunori Misawa (chair), and Adam Walker

Master of Library and Information Science (M.L.I.S.), University of Oklahoma, Norman, OK, May 1996.

Bachelor of Arts (B.A.) in History, Harding University, Searcy, AR, May 1993.

Academy of Health Information Professionals (AHIP) – Distinguished Level 2014-29  
Medical Library Association, Chicago, IL.

## Continuing Education:

Fostering an Inclusive Environment for Academic Health Sciences Library Staff. 3 hours. Association of Academic Health Sciences Libraries annual meeting, 2024.

Leadership and Management: Best Practices for Leveraging Community Connections to Improve Access to Health Information. 4 hours. Southern Chapter MLA Annual Conference, 2021 (Virtual).

Wellness in the Workplace. 4 hours. Southern Chapter MLA Annual Conference, 2021 (Virtual).

How To Get the PDF (with or without the help of your library). 4 hours. EAHIL Workshop 2019, Basel, Switzerland, 2019.

Leadership Considered: Refining and Defining Your Skills for Today and Tomorrow. 4 hours. Southern Chapter MLA Annual Conference, Knoxville, TN, 2017.

Improve Your Data! How to use surveys effectively in health information and library-based research and evaluation. 3 hours. ICML/EAHIL Annual Conference, Dublin, Ireland, 2017

Perspectives in Research Data Management. 4 hours. MLA Annual Conference, Toronto, CA, 2016

Fundamentals of Data Visualization. 4 hours. MLA Annual Conference, Toronto, CA, 2016.

Information Anywhere: Mobile Technology, Libraries and mHealth. 4 hours. MLA Annual Conference, Austin, TX, 2015.

Do You Want to Be a Library Director? Knowledge, Skills, and Career Paths. 6 hours. MLA Annual Conference, Chicago, IL, 2014.

Library Statistics: Data Analysis for Librarians. 4 hours. MLA Annual Conference, Chicago, IL, 2014.

### **Honors and Awards:**

West Tennessee Representative (Governor-appointed), TN Council on Autism Spectrum Disorder, 2023-25.

-Aging and Adulthood Committee, Chair.

Mentor, National Library of Medicine/Association of Academic Health Sciences Libraries Leadership Fellows Program, 2019-20.

Partners in Policymaking Leadership Institute, hosted by the Tennessee Council on Developmental Disabilities, 2019-20.

Fellow, National Library of Medicine/Association of Academic Health Sciences Libraries Leadership Fellows Program, 2015-16.

Leadership Institute for Academic Librarians at Harvard University, 2015.

Inducted into the Pinnacle Honor Society, 2015.

Medical Library Association – Southern Chapter, 2<sup>nd</sup> place research paper award for the co-authored paper, “Promoting the library through your collection development policy,” presented at the SC/MLA 2014 Annual Conference, Mobile, AL.

University of Tennessee Leadership Institute, 2013.

Inducted into Phi Alpha Theta History Honors Society, 1991.

## Professional Memberships:

Association of Academic Health Sciences Libraries (AAHSL) 2015-  
 Consortium of Southern Biomedical Libraries (CONBLS) 2016-  
 Medical Library Association (MLA) 2011-  
 Southern Chapter / Medical Library Association (SC/MLA) 2011-  
 West Tennessee Academic Library Consortium (WeTALC) 2016-  
 European Association for Health Information and Libraries (EAHIL) 2018-  
 International Federation of Library Associations and Institutions (IFLA) 2019-  
 American Library Association (ALA) 1997-2009  
 Library Instruction Round Table (LIRT) 2001-2009  
 Association of College & Research Libraries (ACRL) 1997-2009  
 Library and Information Technology Association (LITA) 2000-2009  
 Arkansas Library Association (ArLA) 1998-2009

## University Appointments:

01/16 – Present      Professor and Assistant Vice Chancellor (7/20 – Present)  
                                  Associate Professor and Director (01/17 – 06/20)  
                                  Associate Professor and Interim Director (01/16 – 12/16)  
                                  Health Sciences Library, University of Tennessee Health Science Center,  
                                  Memphis, TN.

## Essential Duties and Accomplishments:

- Oversee the full spectrum of UTHSC Health Sciences Library operations, ensuring seamless service delivery, operational excellence, and alignment with institutional goals. Direct daily activities, budget and resource management, and strategic initiatives to enhance user experience, support academic success, and maintain high standards across library services, technology, and facilities.
- Supervise a library team of 12 faculty members and 13 staff, providing strategic leadership to align library services with the university's vision, mission, and strategic plan.
- Led a strategic planning task force to establish a new vision, comprehensive strategic plan, and detailed five-year implementation schedule to drive the library's growth and impact. Developed assessment rubrics for each strategic priority, providing measurable benchmarks to track progress and ensure accountability, supporting the library's commitment to continuous improvement and alignment with institutional goals.
- Integrated diversity, equity, and inclusion (DEI) goals throughout the library's strategic plan, establishing a framework that promotes inclusivity in library services, resources, and spaces. Developed actionable DEI objectives to address diverse user needs, support underrepresented groups, and create a welcoming environment that

enhances access and engagement for the entire university community.

- Conducted a comprehensive analysis of library resources to determine cost allocation per student across six colleges, categorizing resources by cross-college and college-specific usage, and developed formulas to accurately calculate cost shares by college and determine per-student cost responsibilities. This project provided a strategic framework to estimate budget adjustments needed for library resources based on projected enrollment increases in each college.
- Collaborated with university stakeholders to develop a comprehensive policy on using artificial intelligence generative tools ethically and appropriately. This policy provides clear guidelines on AI usage, attribution requirements, and safeguards against misuse, aligning with institutional values of integrity and innovation. The initiative supports faculty, students, and staff in responsibly integrating AI technologies into academic and professional contexts while addressing potential ethical and legal concerns.
- Created and implemented proposals to improve operational efficiencies within the Health Sciences Library, identifying opportunities to streamline processes, optimize resource allocation, and promote cross-departmental collaboration to enhance service impact.
- Established a library instruction task force to utilize assessment data to improve instructional effectiveness. Used data insights to refine instructional strategies, align learning outcomes with student needs, and elevate the impact of library instruction on academic success.
- Led the negotiation and implementation of the Health Sciences Library's first transformative agreement, advancing the library's commitment to open-access publishing and increasing research accessibility for university-affiliated authors. This initiative supports sustainable access models and aligns library resources with the evolving needs of the academic community.
- Created a specialized librarian position and led the development of the Library Research Data Services team to support UT Health Science Center researchers in data organization, management, and curation. Directed the establishment of scholarly publishing and research impact services, providing expertise in journal selection, open-access publishing, author rights and copyright, research impact metrics, and researcher profile management, including Digital Measures and ORCID, to enhance the visibility and impact of faculty research.
- Manage the annual performance review and planning process for faculty and staff, fostering accountability and professional growth. Instituted a scaled-down quarterly review system to provide more frequent, structured feedback, supporting continuous development and aligning individual goals with the library's mission throughout the year.
- Facilitate quarterly Health Sciences Library Advisory Board meetings, engaging stakeholders across all colleges, the faculty senate, and other campus stakeholders. Collaborate with the Student Government Association Executive Council to address students' library needs and foster a responsive, student-centered environment.

- Led the complex Electronic Theses and Dissertations (ETD) service transition from the College of Graduate Health Sciences to the Health Sciences Library, establishing new workflows, roles, and training processes to support compliance with institutional and ProQuest guidelines. This initiative included defining submission standards, developing tracking systems, and coordinating with stakeholders to ensure seamless student support and metadata management. This project required extensive cross-departmental collaboration and thorough procedural documentation, positioning the library to provide streamlined ETD services to graduate students.
- Led a comprehensive space planning and renovation project to expand student study areas and add lockers on each floor, enhancing functionality and meeting the evolving needs of library patrons. This initiative created versatile, user-centered spaces that support a range of study preferences and improve overall user experience.
- Directed targeted philanthropic initiatives in partnership with the university development office to enhance library growth, outreach, and service innovation. Cultivated donor relationships, identified funding opportunities aligned with library priorities, and advocated for resources that support student success, resource accessibility, and community engagement, securing critical support for library advancement.
- Guided the strategic development and delivery of library education services and workshops, enhancing research skills and information literacy for students, faculty, and staff. Designed programs tailored to academic and professional needs, fostering a deeper understanding of library resources and empowering users to effectively leverage information in their studies, teaching, and research.
- Authored and managed the library sections for SACSCOC and programmatic accreditation requirements; trained and served as a SACSCOC Peer Evaluator.
- Participated as a SACSCOC Peer Evaluator in an on-site Substantive Change review, bringing expertise and insight to the library sections of the evaluation.
- Drafted the Health Sciences Library Bylaws and developed a promotion metric matrix, aligning with the UTHSC Faculty Handbook to ensure accountability and fairness.
- Led the creation of the Minority and Diversity Educational Resources (MINDER) collection, collaborating with university colleagues to address minority health issues.
- Directed a collaboration between the library and the Teaching and Learning Center to develop an Information Literacy module for UTHSC's Medallion Program, an initiative encouraging educators to build expertise in teaching and learning. This module provides educators with essential skills to identify, evaluate, and use reputable information sources, empowering them to guide students in effective research practices and maximize UTHSC library resources to enhance academic success.
- Actively promoted the UTHSC Health Sciences Library to the university and broader community through innovative marketing strategies, including social media, websites,

and newsletters.

01/11 – 12/15 Associate Professor and Head of Electronic and Collection Services  
Department (07/15 – 12/15)  
Assistant Professor and Head of Electronic and Collection Services  
Department (01/11 – 06/15)  
Health Sciences Library, University of Tennessee Health Science  
Center, Memphis, TN.

Essential Duties and Accomplishments:

- Supervised a department of three faculty members and four staff and ensured that the goals and objectives of the department were met.
- Managed the library collection budget of two million dollars and oversaw the negotiation and acquisition of all license agreements and contracts relating to the library collection.
- Managed library information technology hardware and software, as well as the library's networking infrastructure and educational technology.
- Supervised the maintenance and development of web pages for the library's main website, intranet, and online library catalog.
- Successfully led as project manager in a comprehensive renovation of all library spaces, including repurposing space to create a robust student learning and information commons area.
- Served in a leadership role for the UT E-Resource Librarians Group, which worked to develop vendor contracts for the UT library system.
- Initiated an innovative pay-per-view pilot project to expand faculty and student access to electronic journals and other online resources.
- Led the effort to rewrite the library collection development policy and implemented a new policy.
- Started the What's Next? A library marketing program that included developing new and enhanced library services and scheduling events and speakers for the library.
- Participated in the 2013 University of Tennessee Leadership Institute.
- Oversaw all gathering of library statistics and performed rigorous analysis and assessment.
- Chaired the Library Resource Development Committee and Library Space Reallocation Committee.
- Served on the Library Advisory Committee.
- Served as library liaison to all surgery departments in the College of Medicine.
- Taught an introductory EndNote workshop for faculty and staff on a bi-monthly

basis.

06/09 – 01/11 Appellate Automation Specialist, Reporter of Decisions office, Arkansas Supreme Court, Little Rock, AR.

06/08 – 04/09 Associate Professor and Emerging Technology Librarian  
Bailey Library, Hendrix College, Conway, AR.

06/01 – 06/08 Assistant Professor and Systems/Technical Services/Emerging  
Technology Librarian, Bailey Library, Hendrix College, Conway, AR.

07/98 – 06/01 Assistant Professor and Archives/Reference Librarian (1998-2000)  
and Assistant Professor and Systems/Reference Librarian (2000-2001), Brackett  
Library, Harding University, Searcy, AR.

09/97 – 07/98 Assistant Professor and Government Documents Librarian,  
Torreyson Library, University of Central Arkansas, Conway, AR.

07/96 – 09/97 Assistant Professor and Technical Services Librarian, Learning  
Resource Center, Art Institute of Ft. Lauderdale, Ft. Lauderdale, FL.

### **Teaching Experience:**

EndNote Basics Workshop: A 2-hour workshop offered to UTHSC faculty, staff, and students. 2013–2015.

EndNote Workshop: A 2-hour workshop offered to UTHSC faculty, staff, and students.

- Co-taught with Lin Wu. 2011–2013.

Explorations: A First-Year Experience course for freshman students at Hendrix College. 2005-2009.

### **Professional Committee Activities:**

#### **Arkansas Library Association**

-Publications committee, 1999-2002

-Awards committee, 2003

-College and University Division – Secretary, 2004

-College and University Division – Vice-President, 2005

#### **American Library Association**

Library Instruction Round Table

-Transitions to College committee, 2005-2007

Association of College & Research Libraries

- Research Committee, 2006-2008
- Instruction Section, Information Literacy Best Practices Committee, 2006-2009
- Library and Information Technology Association
- 2007 National Forum Planning Committee, 2006-2007
- 2008 National Forum Planning Committee, 2007-2008

#### **Association of Academic Health Sciences Libraries**

- Assessment and Statistics committee, 2017-2023
- Junior Representative, AAMC Council of Faculty and Academic Societies, 2023-2026

#### **Consortium of Southern Biomedical Libraries**

- Chair-elect, 2018-2020
- Chair, 2021-2024

#### **European Association for Health Information and Libraries**

- Training, Education and Development Group, 2017-
- Evaluation and Metrics Group, 2019-

#### **International Federation of Library Associations and Institutions**

- Health and Biosciences Libraries Section, Standing Committee, 2021-2025
- 2026 International Congress of Medical Librarians Planning Committee

#### **Medical Library Association**

- Fellows & Honorary Members Jury, 2018-2019
- Education: Health Information Professionalism Curriculum Committee, 2020-2023

#### **Southern Chapter / Medical Library Association**

- Honors & Awards committee, 2012-2015
- Professional Development committee – Chair, 2021

#### **University of Tennessee Library Council**

- Secretary, 2016
- Chair, 2017-2018

#### **West Tennessee Academic Library Consortium**

- Board of Directors, 2016-

#### **UTHSC Committees:**

- ITS Assessment Steering Committee, 2016
- Library Space Reallocation Committee, Chair, 2011-2015
- Library Resource Development Committee, Chair, 2011-2015
- Library Advisory Committee, Ex Officio, 2011-2020
- Library Communications Committee, 2011-2015
- Committee of Academic and Student Affairs, Ex-Officio, 2016-
- AFSA Leadership Team Committee, 2016-2022
- QEP Steering Committee, 2017-



QEP Assessment Sub-committee, 2018-  
AVC-SAES Search Committee, Chair, 2018  
Teaching and Learning Center Advisory Board, 2019-  
Health Sciences Library Board, 2021-  
AFSA Budget Advisory Group, 2021-2023  
AFSA Virtual Anatomy Exploratory Work Group, 2022-  
UTHSC Strategic Planning: Mission, Vision, and Values Workgroup, 2022  
UTHSC Faculty Senate: Computing Technology and Faculty Communications  
Committee, Ex Officio, 2022-  
UTHSC Faculty Senate: Faculty Affairs Committee, Ex Officio, 2022-  
UTHSC Faculty Senate: Clinical Affairs Committee, Ex Officio, 2022-  
AFSA Search Processes Work Group, 2023-  
AFSA Leadership Team, 2023-

### **Peer-Reviewed Journal Articles and Book Chapters:**

Fought, R. L. (2023). The path to leadership. In C. Joseph and P. Stephenson (Eds.). *Managing health sciences libraries in a time of change* (pp.75-84). Washington, DC: Rowman & Littlefield.

Fought, R. L. and Misawa, M. (2019) The path to leadership: The career journey of academic health sciences library directors. *Journal of the Medical Library Association*, 107(1), 49-56. doi: dx.doi.org/10.5195/jmla.2019.552

Fought, R. L. and Misawa, M. (2018) Accepting the challenge: What academic health sciences library directors do to become effective leaders. *Journal of the Medical Library Association*, 106(2), 219-226. doi: dx.doi.org/10.5195/jmla.2018.350

Fan, S.C., **Fought, R.**, & Gahn, P. (2017) Adding a feature: Can a pop-up chat box enhance virtual reference services? *Medical Reference Services Quarterly*, 36(3), 220-228. doi: 10.1080/02763869.2017.1332143

Fought, R. L. and Misawa, M. (2016) Effective leadership in academic health sciences libraries: A qualitative phenomenological study. *Journal of Library Administration*, 56(8), 974-989. doi: 10.1018/01930826.2015.1130548

Fought, R. L., Gahn, P., & Mills, Y. (2014). Promoting the library through the collection development policy: a case study. *Journal of Electronic Resources in Medical Libraries*, 11(4), 169-178. doi: 10.1080/15424065.2014.969031

Fought, R. L. (2014). Breaking inertia: using pay per view to increase access to journals during a period of declining budgets - a case study. *Journal of the Medical Library Association*, 102(3), 192-196. doi: 10.3163/1536-5050.102.3.009

## Other Publications:

Article Reviewer, *Journal of the Medical Library Association*, 2017.

Column Editor, “Arkansas Lives”, *Arkansas Libraries*, 2003

Managing Editor, *Arkansas Libraries*, a publication of the Arkansas Library Association, 2001-2002.

Fought, R. L., & Johnson, B. A. (2001). Brave new librarians: campaigning for the future of our libraries. *Arkansas Libraries*, 58(1), 4-5.

## Presentations:

Fought, Rick L., “Session 3: Teamwork & Communication” at the Medical Library Association’s 2023-24 Rising Stars Program, August 10, 2023. Invited speaker.

Wu, Lin, **Rick L. Fought**, Randall Watts, Jenessa McElfresh, Paul Gahn, and Kaitlyn Ritacca, “Forging the future: Building a system to cultivate a cohesive and collaborative library team” at the Medical Library Association and Special Library Association Annual Conference, Detroit, MI, May 19, 2023. Delivered paper.

Fought, Rick L., “Session 5: Teamwork & Communication” at the Medical Library Association’s 2022-23 Rising Stars Program, October 27, 2022. Invited speaker.

Fought, Rick L., Charles Snyder, and Leah Cordova, “Community Engaged Care: The development of a social determinants of health repository to enhance health sciences education and improve health outcomes,” at the International Federation of Library Association’s 86<sup>th</sup> World Library and Information Congress (WLIC), Dublin, Ireland, August 17-18, 2020. Poster. (Accepted-Conference canceled due to COVID-19)

Fought, Rick L. and Mitsunori Misawa, “Leader’s Ways of Knowing about Leadership” at the Medical Library Association Annual Conference, Portland, OR, May 2020. Delivered paper. (Conference moved to virtual environment due to COVID-19, August 13, 2020)

Fought, Rick L. and Mitsunori Misawa, “Path to leadership: The career journey of academic health sciences library directors” at the EAHIL 2019 Workshop, Basel, Switzerland, June 18, 2019. Poster.

Fought, Rick L., Olivia Chin, Caitlin Gewin, Kenan Padgett, Jill Whitfill, and Courtney Hicks, “Marketing and Promoting the Library” at the WeTALC Fall Meeting, Jackson, TN, November, 9, 2018. Invited panel.

Fought, Rick L. “Demystifying library leadership: An overview of leadership effectiveness and development in academic health sciences libraries” at the CONBLS luncheon at Southern Chapter Medical Library Association Annual Conference, Orlando, FL, October 27, 2018. Invited speaker.

Fought, Rick L. and Mitsunori Misawa, “Path to Leadership: The Career Journey of Academic Health Sciences Library Directors” at the Medical Library Association Annual Conference, Atlanta, GA, May 21, 2018. Delivered paper.

Gahn, Paul, Caroline Fan, **Rick L. Fought**, Gwendolyn Jackson, Jennifer M. Langford, Zeb Mathews, Alexandria Quesenberry, Randall Watts, and Lin Wu, “From fee to free: Making ILL no charge (for patrons)” at the Medical Library Association Annual Conference, Atlanta, GA, May 20, 2018. Poster.

Mathews, Zeb, Caroline Fan, **Rick L. Fought**, Gwendolyn Jackson, Jennifer M. Langford, Alexandria Quesenberry, Randall Watts, and Lin Wu, “Transforming Anatomy Education Using Virtual Anatomy Table Services at the Library” at the Medical Library Association Annual Conference, Atlanta, GA, May 21, 2018. Poster.

Fought, Rick L. and Mitsunori Misawa, “Diversity is the Key Ingredient: A Phenomenological Study on Leadership Effectiveness and Development in Academic Health Sciences Libraries in the United States” at the 12th International Congress on Medical Librarianship and the 2017 EAHIL Workshop, Dublin, Ireland, June 14, 2017. Delivered paper.

Fought, Rick L. and Mitsunori Misawa, “Accepting the Leadership Challenge: What Academic Health Sciences Library Directors Do to Become Effective Leaders” at the Medical Library Association Annual Conference, Seattle, WA, May 28, 2017. Delivered paper.

Fan, Caroline, **Rick L. Fought**, and Paul Gahn, “Adding a New Feature: Can a Pop-Up Chat Box Enhance Virtual Reference Services?” at the Medical Library Association – Southern Chapter Annual Conference, Greenville, SC, October 4, 2016. Poster.

Fought, Rick L., “Effective leadership in academic health sciences libraries: A phenomenological study,” at the 2016 Association of Vision Science Librarians (An MLA Special Interests Group) Spring Meeting, Toronto, CA, May 16, 2016. Invited paper.

Fought, Rick L., “Effective leadership in academic health sciences libraries: A phenomenological study,” at the Tenn-Share ShareFest, Nashville, TN, October 23, 2015. Delivered paper.

Fought, Rick L., “How to Promote You and the Library” roundtable session. Medical Library Association Annual Conference, Austin, TX, May 17, 2015. Facilitator.

Fought, Rick L., “Promoting the library through your collection development policy,” at the Memphis Area Library Council meeting, Memphis, TN, January 21, 2015. Invited

paper.

Fought, Rick L. and Paul Gahn, “Promoting the library through your collection development policy,” at the Medical Library Association – Southern Chapter Annual Conference, Mobile, AL, October 28, 2014. Delivered paper.

Fought, Rick L., “The collection development policy: A tool to demonstrate a library’s value?” at the Medical Library Association – Southern Chapter Annual Conference, Ridgeland, MS, October 19, 2013. Delivered paper.

Fought, Rick L., “Pay per view article access,” at Collecting our Thoughts: a workshop on Collections Development & Management, sponsored by WeTALC and the University of Memphis libraries, Memphis, TN, May 24, 2013. Invited paper.

Fought, Rick L., “Breaking Inertia: An attempt to increase access to resources during a period of declining budgets (one year later),” at the Medical Library Association – Quad Chapter Meeting, Baltimore, MD, October 14, 2012. Delivered paper.

Fought, Rick L., “Patron-Driven Acquisitions,” at the Tenn-Share DataFest / Fall Conference, Nashville, TN, September 28, 2012. Invited paper.

Fought, Rick L., “Breaking Inertia: An attempt to increase access to resources during a period of declining budgets,” at the Medical Library Association – Southern Chapter Annual Conference, Augusta, GA, October 7, 2011. Delivered paper.

Fought, Rick L., “An Inside Look at the Arkansas Supreme Court’s New Electronic Database,” at the Arkansas Bar Association Annual Conference, Hot Springs, AR, June 11, 2010. Invited paper.