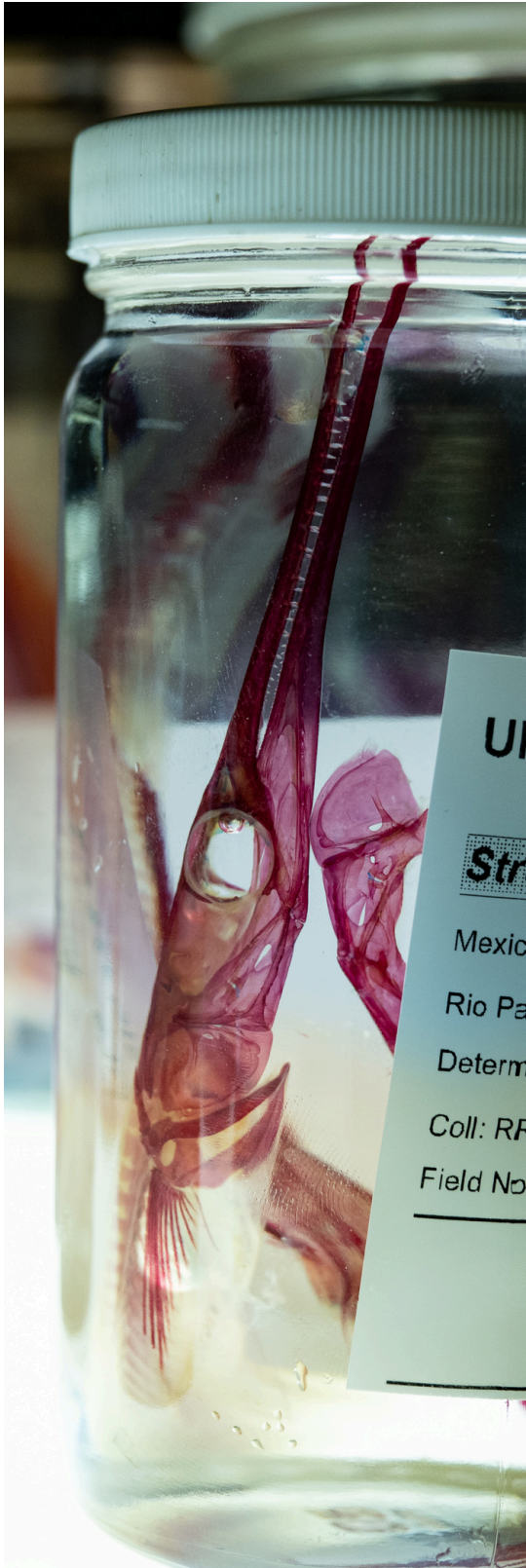


Inside the Collections

EEB MUSEUMS SPRING 2026 NEWSLETTER



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Letter from the Director

As I complete my first six months as Herbarium Director, I find myself deeply grateful for the sense of community that defines this place. One of the most meaningful discoveries of this role has been witnessing how strongly our staff, students, and curators care for one another and for our collections. It is clear that we are united in our commitment to advancing the Herbarium's mission: to document and interpret global plant and fungal diversity, and to make the botanical and mycological worlds relevant to the benefit of all.

This year brought a number of accomplishments that speak directly to this mission. Our outreach efforts reached new audiences through a successful collaboration with the Toledo Museum of Art, where herbarium specimens were displayed alongside the still-life paintings of Rachel Ruysch. We also strengthened our collaborations with the University of Michigan Museum of Natural History through the annual Farrand Lecture, themed "Scent Stories," and shared expertise with the broader public through the ID Day and workshops to local teachers and artists.

Training the next generation of researchers remains one of our central priorities. Together with the Museum of Zoology, we welcomed our largest-ever group of BIO173 students, where more than 1,000 introductory biology students toured our collections during the Fall semester, many visiting a research museum for the first time. Undergraduate students also led local collections over the summer to rebuild our teaching collection, which will support several courses and outreach initiatives on the main campus.

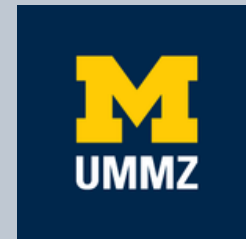
Collections digitization, curation, and growth also advanced significantly. We have nearly completed imaging our collections from Africa, Asia, and Europe, trained a new group of undergraduate technicians, and remain at the forefront of collection management and specimen-based research using AI. We fully incorporated and digitized the first 1,000 specimens from the herbarium of Michael Kuo, co-author of *Mushrooms of the Midwest*, a reference for North American mushroom identification. Fieldwork supported by the Biodiversity Exploration Fund will soon bring us new specimens from the Atlantic Forest of Brazil, and visiting researchers helped us curate some of our most challenging specimens, including the McVaugh Mexican collections. We also began hiring a full-time plant mounter—the first in over a decade—which will greatly increase the pace at which our collections can grow.

Looking ahead, we are excited to continue digitizing our specimens, pursue a comprehensive curation plan for our collections, and expand both the accessibility of our data and the involvement of students in our work. Thanks to the generous contributions of our donors, we continue to make progress on the Michigan Flora project and the next edition of *Mosses of the Great Lakes Forest*.

Thank you for supporting our work. Together, we plant the seeds that cultivate our collective love of and commitment to preserving the botanical and fungal worlds.

- Thais Vasconcelos, U-M Herbarium Director

Thais Vasconcelos



Letter from the Director

At the end of 2022, the UMMZ and Herbarium came together to ask a simple yet ambitious question: What should we be a decade from now? The vision that emerged was both aspirational and collective, grounded in our enduring strengths: extraordinary people, stewarding extraordinary collections, in service of society. This fall the UMMZ refined that vision, reflecting on what we have achieved since that meeting and re-prioritizing our goals in response to a rapidly changing scientific and social landscape. I feel deeply humbled to help carry our vision forward as the UMMZ's Director, and I'm excited to see it taking shape in new and tangible ways.

At a time when biodiversity science has never been more essential, the UMMZ is guided by three foundational values: 1) a *science-forward* commitment to bold, collaborative research and education, 2) a *society-forward* commitment to equitable access and public value, and 3) a *stewardship-forward* commitment to collection preservation, integrity, and long-term care. These values shape not only how we choose our new initiatives, but also how we grow as people and as collections.

Alongside our critical daily work advancing biodiversity discovery, we are busily preparing for our first joint UMMZ and Herbarium collection expedition, modeling an "extended specimen" approach that integrates new collections into reciprocal collaboration with international partners. Our expedition will connect biodiversity discovery with high-impact questions in ecology, evolution, and global health. We look forward to highlighting this work in our next newsletter - stay tuned!

We have also launched the *Biodiversity Scholars Program* to expand access to life-changing, collections-based research experiences for undergraduate students at U-M. Thanks to generous donor contributions, 10 outstanding student researchers in our inaugural cohort have formed a collaborative group studying historic collections and learning to build the new collections upon which future science will depend. Many are working with UMMZ material accessioned in just the last three years, including nearly 200,000 new specimens preserved through the efforts of more than 1,000 people from over 40 countries worldwide.

Finally, important work is happening behind the scenes. As one example, we have invested in new communications strategies and resources that better reflect our values, our community, and the spaces where discovery truly happens. You'll see some of those results in the remarkable new photography featured here, made possible by an impressive week-long effort with Michigan Photography. I hope you'll marvel at both the beauty of our collections and the inspirational people whose curiosity, care, and collaboration make our museum what it is. I am deeply grateful to be part of this community, and I'm excited for the year ahead as we continue to build the future of biodiversity science together.

- Alison Davis Rabosky, UMMZ Director



THE BIODIVERSITY SCHOLARS PROGRAM

by Alison Davis Rabosky
and Thais Vasconcelos

This year, the UMMZ and the U-M Herbarium launched the Biodiversity Scholars Program (BSP), a new undergraduate initiative designed to connect students doing research in the collections with the broader community across our two biodiversity museums. This initiative was made possible by seed funding as well as contributions from generous donors.

In this inaugural cohort, the BSP has brought together 10 students working across plants, lichens, and animals who meet weekly to share their projects, learn from curatorial teams and other students, and cross-pollinate the practical skills that make museum-based science possible. Along the way, they are gaining fluency in how collections are built across all taxonomic groups, how AI is changing the ways data are generated and shared, and how their research connects to larger questions within conservation, environmental change, and public health.

Just as importantly, students gain something that can be hard to find in large universities: a sense of community. By working across divisions and alongside peers who share their interests, they come to see themselves not simply as students completing a project, but as contributors to a long and continuing tradition of biodiversity science at the University of Michigan. Many will leave the program having added new specimens, data, or images to the collections - contributions that will be available to researchers around the world for decades to come.

“

Overall, I think this program was one of the best (of similar activities) I had so far while attending the U-M as an undergraduate student. Discussions about the future of collection-based research and ethical concerns were especially valuable since different divisions have their own research tradition and practices. Engaging with peers who are conducting independent research were extremely helpful and sparked academic curiosities at the same time. I would like to thank the UMMZ and U-M Herbarium directors, Alison and Thais, for providing such a precious opportunity that would potentially nurture the next generation of ecologists and evolutionary biologists that would value collection-based research.

-WONWOONG KIM, INSECT DIVISION





Meet our graduate students



Paulo Henrique Gaem, Ph.D. Candidate

“I have been exploring the vast South American collection of myrtles (plant family Myrtaceae) at the U-M Herbarium the last few months. I’m searching for specimens to include in a molecular phylogeny that I will use in my PhD studies. I love it when I find notes written by Rogers McVaugh on specimens. He was the Herbarium director for many years in the past, and he was also particularly interested in Myrtaceae. I enjoy studying these plants because they render beautiful exsiccatae, but they are also very challenging: because different species look very similar, it is very hard to confidently identify herbarium specimens to the species level. The U-M Herbarium has a large collection and, for anyone interested in studying them, I must say—you will probably be there for many hours, so patience is key. Interestingly, even though McVaugh extensively curated and classified the Myrtaceae collection, we have found species new to science in 2025. Probably many more are waiting to be discovered in the cabinets!”

Yu Kai Tan, Ph.D. Student

“My dissertation research deciphers the evolution of defensive ‘collecting’ behavior in deep-sea carrier snails (Xenophoridae), celebrated for attaching foreign objects to their shells. I am awfully blessed by the suite of equipment and technical staff at UMMZ to enable my tinkerer’s urge to potter and fiddle. Chasing ghosts in the old literature on a strong naturalist’s whim, I recently discovered using x-rays and CT scans, that a large symbiotic ‘polychaete’ associated with every individual of a deep-sea snail, causes drastic internal reconfiguration of the snail’s shell and body — a novel condition in mollusks. I suppose sometimes there is reward in digressing from the path charted in your proposed research?”



Diana Carolina Vergara, Ph.D. Student

“My work in the mollusk collection involved cleaning and reorganizing the wet collection housed at the BSB. In this work, I organize more than 2,000 specimens previously used for research, loans, and teaching specimens. I relocated them into new jars or added ethanol if needed. I also rehoused more than 500 specimens from the BSB to the wet collection in the RMC. Finally, I worked on a particular collection of cone snails in the BSB, taking care of around 1,000 specimens by adding ethanol to the jars and verifying the taxonomic identification of some of them.”

Decades of Discovery:

A Great Lakes Collection Connects Generations of U-M Scientists

By Nicté Ordóñez-Garza

A remarkable new scientific collection from the Great Lakes region has recently joined the University of Michigan Museum of Zoology (UMMZ) through the Michigan Microbes, Parasites, and Biodiversity Initiative (MPABI). Built over more than 25 years, this laboratory collection reflects decades of dedicated fieldwork, careful sample curation, and sustained mentorship. Perhaps most notably, it stands as a powerful example of multigenerational collaboration within the U-M scientific community.

The collection was assembled by Dr. Susan M. Hoffman, a U-M alumna who recently retired from Miami University in Oxford, Ohio. Her work was shaped not only by her own research program, but also by the efforts of numerous undergraduate and graduate students she trained over the years, as well as by the guidance of one of her academic advisors, Dr. Phil Myers, emeritus curator in the UMMZ division of Mammals. By incorporating this collection into MPABI, U-M has ensured the long-term preservation of an irreplaceable record of mammal diversity, parasite interactions, and disease risk across the Great Lakes region.

Dr. Hoffman's collection focuses on small mammals that play essential roles in forest and grassland ecosystems, including mice, shrews, flying squirrels, chipmunks, and voles. Over time, the scope expanded to include ectoparasites such as ticks and ear mites. These additions greatly enhance the collection's scientific value. Ticks are major vectors of Lyme disease and other emerging illnesses, and preserving both hosts and parasites allows researchers to investigate pathogen ecology, host-vector interactions, and the links between wildlife populations and disease dynamics. The collection includes more than 11,000 tissue and DNA samples documenting both historical and contemporary populations.

These materials support research on population genetics, climate-driven range shifts, and species replacement, particularly among *Peromyscus* mice such as the white-footed (*Peromyscus leucopus*) and deer (*Peromyscus maniculatus*) mouse.



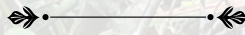
PEROMYSCUS LEUCOPUS, WHITE-FOOTED MOUSE, PHOTO BY PHILIP MYERS

Together, the samples provide an invaluable timeline for understanding how environmental change shapes biodiversity and disease risk.

Equally important, the collection exemplifies the “extended specimen” concept—linking physical specimens to genetic, ecological, and contextual data housed in public repositories like GenBank. This integration ensures transparency, reproducibility, and long-term scientific relevance as new technologies and research questions emerge.

What truly distinguishes this collection is the continuity it represents. Alumni, curators, collection managers, and current students have all contributed to its creation, care, and growth. Physical specimens are curated in the UMMZ's division of Mammals, while MPABI safeguards the tissue and DNA archives, creating a complementary system that preserves both past and present for future discovery.

Far from a static archive, the Hoffman collection is a living scientific resource. Its integration into MPABI ensures that decades of knowledge continue to inform new research, train future scientists, and support globally relevant studies of biodiversity, conservation, and disease ecology. This collaboration demonstrates how shared stewardship across generations can build a lasting scientific legacy.



Field Notes: An Expedition to Brazil for Myrtaceae

By Theresa Frasca and Thais Vasconcelos

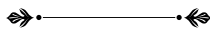
In September of 2025, U-M Herbarium Director Thais Vasconcelos traveled to Bahia, Brazil, for intensive fieldwork in collaboration with Brazilian colleagues Jair Faria and Yacov Kilsztajn. The goal of the expedition was to strengthen the Neotropical collections of the U-M Herbarium—a core area of expertise—while also generating data for two complementary research projects.

Over the course of the expedition, approximately 190 plant specimens of different species were collected, with a particular focus on myrtles (Myrtaceae), including multiple species of the large genera *Myrcia* and *Eugenia*. These collections will contribute to an ongoing effort to reconstruct the phylogeny of Neotropical myrtles, shedding light on how this diverse lineage evolved and diversified across tropical landscapes. At the same time, Vasconcelos and her colleagues gathered detailed functional trait data directly in the field, supporting a broader project on the ecology and evolution of plant functional traits.

Much of the work took place in a mix of untouched vegetation and “cabruca” landscapes. These traditional agroforestry systems are where cacao is grown beneath a preserved forest canopy, offering a vivid example of how biodiversity and livelihoods can coexist. Field days were long and demanding for the team, beginning before sunrise and ending late at night with pressing specimens and recording data.

The trip was a resounding success, not only in advancing collection efforts but also in strengthening partnerships with Brazilian colleagues and generating new insights into Neotropical myrtles. This expedition was made possible by support from the Biodiversity Exploration Funds, which play a critical role in enabling hands-on discovery, training, and the growth of our collections.





About the U-M Biorepository

By Tim James

The University of Michigan Museum of Zoology (UMMZ) Biorepository is a specialized collection of more than 120,000 frozen samples that plays a vital role in facilitating genetic, cellular, and microbiome-related research using natural history specimens. The collection primarily consists of tissue samples from animals, such as organellar and muscle tissue, but also includes oral swabs, gut samples, and even whole organisms, including mites and batflies.

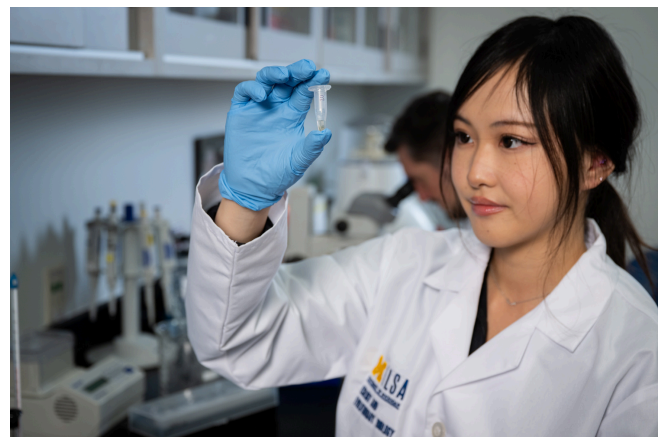
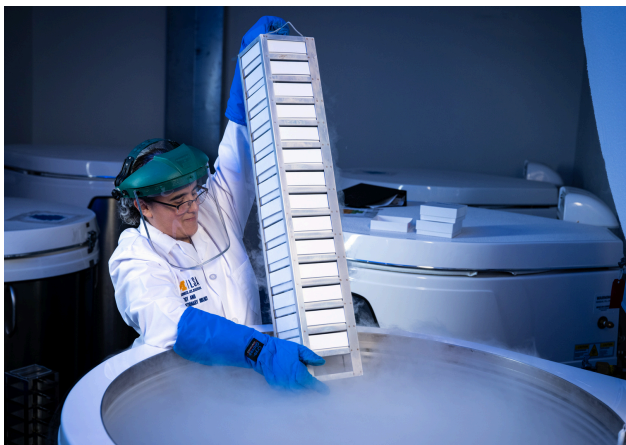
Housed at the Research Museums Center, samples are preserved in vials stored in a state-of-the-art liquid nitrogen facility, which maintain extremely low temperatures (below -180°C) to preserve their integrity as fully as possible. These conditions allow for long-term preservation of DNA and RNA, greatly enhancing the potential for genomic analyses and studies of host-associated microbiomes and parasites.

The UMMZ Biorepository was first developed by Curator Emerita Priscila Tucker as a shared UMMZ resource for storing zoological tissue samples and has been managed primarily by Cody Thompson, Collection Manager of Mammals, for more than a decade. With the launch of the Microbes, Parasites, and Biodiversity Initiative (MPABI), the Department of Ecology and Evolutionary Biology hired Nicté Ordóñez-Garza (Biorepository Collection Manager) and Oliver Keller (Collection Specialist). Supported by recent investments in state-of-the-art liquid nitrogen freezers, the Biorepository has since expanded capacity to more than 300,000 vials.

To facilitate use of the UMMZ Biorepository by scientists at U-M and other institutions, a web portal was developed to improve access to the research collections. A key goal of the project is to maximize specimen use by providing an interface that is accessible to non-taxonomic specialists, including public health researchers and microbiologists. The project was funded through internal ITS and LSA-TS support. Garth Holman and Rita Barvinok (LSA-TS), together with Keller, formed a dedicated team that managed and trained interns who focused on building the portal during summer 2025.

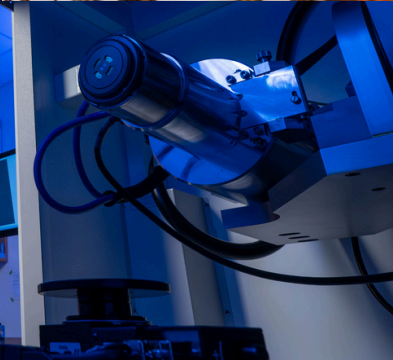
The Biorepository Web Portal currently links four tissue collections—Reptiles and Amphibians, Mammals, MPABI, and CZEUM (chytrid fungus collection)—and allows users to search across multiple sample types through a user-friendly interface. Additional UMMZ tissue collections are planned for inclusion in the future. The portal will enhance the ability of the scientific community to locate and request samples from the UMMZ Biorepository, increasing both sample utilization and the global impact of collections-based research at U-M.

[Explore the Biorepository Web Portal here.](#)





The
 UMMZ
 Tour
 A behind-the-scenes
 visual collage
 Photo credit: U-M Photography





The Herbarium Tour

A behind-the-scenes visual collage

Photo credit: Kyle Lough





HERPETOLOGY PRIMARY TYPE SPECIMENS, STACKS 1-4, PHOTO BY MICHIGAN PHOTOGRAPHY

MOMENTS FROM THE PAST

By Greg Schneider

DR. RONALD A. NUSSBAUM: ADDED 37,000 SPECIMENS TO THE UMMZ HERPETOLOGY COLLECTIONS

My first encounter with Dr. Ronald A. Nussbaum was a telephone interview in 1985, which resulted in my being hired as Collections Manager of the Division of Reptiles and Amphibians, UMMZ, beginning in January 1986 under his supervision. Ron was a hands-on Curator, and upon my arrival at the museum, he toured me through the division's laboratory facilities and world-class collections and library.

Broadly trained in Herpetology and evolutionary theory, Ron had several areas of expertise. Perhaps his greatest passion was for amphibians, especially caecilians. An accomplished academician, he published extensively on the systematics, evolution, and ecology of amphibians and reptiles, as well as on conservation.

During his years at U-M (1974–2016), Ron's professorial duties included mentoring students, teaching several courses—primarily Herpetology—and serving as Director of the Edwin S. George Reserve. He also served as Herpetological Editor of *Ichthyology and Herpetology* (formerly *Copeia*), Associate Editor of the *Journal of Morphology*, and Associate Editor of *Systematic Zoology*.

Ron truly excelled as a field zoologist—the quintessential “muddy boot biologist.” His collecting activities took him all over the world, with much of his career focused on Indian Ocean islands, including the Seychelles archipelago and Madagascar. His fieldwork also extended to the Pacific Northwest, China, Costa Rica, Ecuador, Kenya, and São Tomé and Príncipe, resulting in nearly 37,000 individual specimens added to the UMMZ collections.

It is also noteworthy that Ron amassed phenomenal collections of books and reprints, music, and African art. His herpetological libraries were donated to the Chiricahua Desert Museum after his passing in 2024.



EEB MUSEUM OUTREACH HIGHLIGHTS

by Aly Baumgartner

The EEB Museums have been busy sharing their vast, world-class collections with audiences at U-M and beyond. Visits to the collections are a highlight of a wide range of courses in EEB and other departments, including Animal Diversity, Ecology of Fishes, Fall Flora, and Ornithology in EEB, as well as The Science of Art and the Art of Science in the History of Art.

The Herbarium and the Museum of Zoology regularly collaborate on biodiversity outreach events. As has become a yearly tradition, the four museums housed at the Research Museums Center—the Herbarium, Museum of Zoology, Museum of Anthropological Archaeology, and Museum of Paleontology—hosted nearly 2,000 undergraduate introductory biology students during week-long visits in both the Winter and Fall semesters.

In May, the EEB Museums welcomed art teachers from Ann Arbor Public Schools for a hands-on workshop focused on sketching natural history specimens. In June, the Insect and Herpetology Divisions of the Museum of Zoology, along with the Herbarium, loaned specimens to the Toledo Museum of Art for the exhibition *Rachel Ruysch: Nature Into Art*. The museums also participated in the 25th Annual ID Day event hosted by the Museum of Natural History in October.

Additionally, the Herbarium collaborated with the Museum of Natural History for *ScentStories: Exploring the Plant World through AI and Aroma*, an endowed Farrand Lecture, presented by Herbarium Director and Assistant Curator Thais Vasconcelos and Collection Manager of Vascular Plants Aly Baumgartner, together with professionally-trained scent expert Michelle Krell Kydd.



MUSSEL CLASS OFFERED AT UMMZ

By Dave Strayer

Freshwater mussels are having a moment. Growing concern about their conservation—about 10% of North America’s 300 species are extinct—combined with recent research into their bizarre life histories and ecological roles, has led to increasing interest in these animals. In response, Taehwan Lee, Collection Manager of Mollusks, and others at UMMZ have been working with Dave Strayer (retired from the Cary Institute of Ecosystem Studies and a Research Affiliate at the U-M Water Center) and Joe Rathbun (a retired biologist from what is now the Michigan Department of Environment, Great Lakes, and Energy) to offer a one-day class on freshwater mussels.

The free class opens with a brief lecture on the biology and identification of freshwater mussels, but most of the day is devoted to hands-on experience studying and identifying a special teaching collection of Michigan shells housed at UMMZ. Students gain practical experience working with real specimens of Michigan’s mussel species—an opportunity that is difficult to find elsewhere—and benefit from tips and one-on-one discussions with Joe and Dave, who bring decades of experience.

Since early 2024, the class has run eight times and served 116 students from a wide range of backgrounds, including high schoolers, undergraduate and graduate students, faculty, staff of state and federal agencies as well as NGOs, parks and consulting firms, and even interested members of the public. The hope is that the class will increase awareness and knowledge of freshwater mussels in Michigan, expand the pool of people qualified to work with these animals, and further integrate UMMZ into the community.



ZEBRA MUSSELS (*DREISSENA POLYMORPHA*), INTRODUCED TO THE GREAT LAKES IN 1988.

Dave and Joe hope to continue offering the class as long as there is interest. For more information, please contact Dave Strayer at strayerd@caryinstitute.org.





A Legacy of Personality, Persistence, and Preservation: Greg Schneider Reflects on Four Decades at the UMMZ

By Theresa Frasca

When asked about his proudest professional achievement, Greg Schneider doesn't immediately cite a single discovery, renovation, or scientific milestone, although there were plenty of those during his time as Collection Manager for Reptiles and Amphibians at the U-M Museum of Zoology (UMMZ). Instead, he smiles and names his ability to genuinely “get along” with people. “It's the reason I've had such a long, successful career,” says Greg. “I've learned how to work with people from all corners of the scientific world, from academics with big egos, tradespeople, architects, administrators, Fish and Wildlife agents...I've learned how to work with everyone.” He says he's modeled his attitude after one of his greatest professional inspirations: former U-M President and herpetologist Alexander G. Ruthven. “I'm proud to be part of Ruthven's legacy,” says Greg. “He was a scientist, a leader, and someone who knew how to work with everyone—from students to donors.” That ability, coupled with an innovative mindset, propelled Greg through his 40 years at the UMMZ.

When Greg arrived in Ann Arbor in 1986, the herpetology collection looked very different. It held around 350,000 specimens. Today it contains about 500,000 specimens, with thousands accessioned every year. Over four decades, Greg has personally added more than 100,000 records. But the growth wasn't just numerical. Many divisions had “auxiliary collections” that were curated but not databased. Greg pushed hard for modernizing and organizing all of the collections and their data held in the Herpetology division. He explains, “...the collection isn't just a storage system—it's also a retrieval system. When someone asks for something, we can find it.

His work on the Edwin S. George Reserve (ESGR) collections is one example. After being instructed to move and catalogue Earl Werner's massive pond survey archives, Greg rescued decades of data from an obsolete FoxPro database and made the collections of ecological vouchers fully searchable.



“Now you can compare the Southwest Marsh in 2006 and 2016 with a few clicks,” he says. “Every vial, every year. Everything is findable.” Initially, as his responsibilities grew, Greg and a few others successfully pushed for a reclassification of the collection manager role. This was an important step that paved the way for today's Research Museum Collection Manager positions, often filled by PhDs with research appointments. His persistence even improved the quality of the physical spaces for the collections. When Greg started, lab ventilation was minimal at best. He recalls, “I'd be working with formalin under an exhaust fan that essentially drew the fumes straight into my face.” When he asked for a proper ventilation hood, his request triggered a massive renovation of the entire second floor in the Ruthven Museum building. “I ended up with the best air and the best lab in the building,” says Greg. “The job has evolved incredibly and I like to think we laid the groundwork for what it's become.”

One of Greg's proudest career moments came early on, his first scientific publication ever, which occurred in *Nature*. His work on georeferencing Michigan specimens, assigning latitude and longitude to collection localities, caught the attention of colleagues working on Madagascar collections. Greg was asked to georeference about 25,000 specimens, and those data were later used in ecological niche modeling, which successfully predicted areas with high chameleon diversity. "Fieldwork, coupled with satellite data confirmed the model, resulted in the discovery of at least seven yet to be described species of chameleons and dwarf chameleons," explains Greg. "To be invited as a co-author for my first publication was incredibly meaningful."

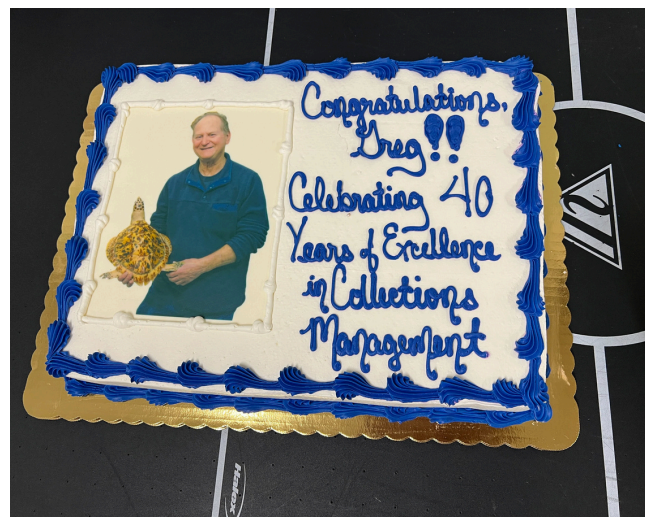
Early efforts to create an extensive digital image database are another highlight of Greg's career and, more recently, work on an anthology about the Division called *Letters from Michigan Herpetology*. Greg says, "Editing that book allowed me to help preserve an important piece of University of Michigan history and leave a lasting legacy for the Division."

When Greg reflects on the collections, he likes to think about the infinite possibilities for their use in the future. "It's impossible to predict how collections will be used," says Greg. "With advances like CT scanning, we're already seeing revolutionary changes. No one imagined we'd be able to non-destructively visualize skeletons, muscles, organs—even insect brains—inside preserved specimens. These techniques are transforming research and, in some cases, replacing older preparation methods. In many ways, collections are both historical and futuristic at the same time. We preserve physical records of the past while enabling discoveries that haven't yet been imagined."

All of this reflects a central truth about the UMMZ's collections: their value grows over time. With new technologies, new questions, and new generations of researchers, specimens collected decades ago continue to drive discovery in ways no one could have predicted.

When he reflects on 40 years of change, Greg always circles back to people—students, colleagues, administrators, tradespeople, donors, and scientists across the globe. He says he is most proud of the people he has worked alongside and the collaborative culture they built together. He has twice received LSA's Outstanding Team Member award, including recognition for his leadership during the relocation of the ethanol-preserved collections to the Research Museums Center on Varsity Drive. "I've mentored so many students and staff who went on to become curators, collection managers, and leaders in the field," says Greg. "Seeing their success—and knowing they got their start here—is deeply rewarding."

Greg adds, "I think Ruthven would be proud of what we've built here."





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