The Carroll Preston Baber Research Grant

Application Cover Sheet

Please print out this form and return it with your project proposal.

Date submitted: November 25, 2009

Project Title:
**Shifting Patterns: Examining the Impact of Hiring Non-MLS Librarians**

Organization/Individual Applying: University of Florida/Betsy Simpson

Address: 219 Grinter Hall
PO Box 115500
Gainesville, FL 32611

Telephone: 352-392-1582 Fax: 352-392-4400

E-mail: ufproposals@ufl.edu

Project Director (if organization): Betsy Simpson

Telephone: 352-273-2730 Fax: 352-392-7635

E-mail: betsys@uflib.ufl.edu

Amount Requested: $2,344

Summary of Proposed Project (2 or 3 sentences): The Shifting Patterns research project seeks to develop an understanding of the dynamics involved in hiring practices and to identify essential elements for initiating non-MLS degreed librarians into the profession. Data gathered will be used to create a framework for a model orientation program libraries can adapt to their local environment. Assuring that non-MLS degreed librarians have a meaningful introduction to the theoretical and practical foundations of the field will greatly enhance their ability to collaborate and contribute to the library enterprise.
“Shifting Patterns: Examining the Impact of Hiring Non-MLS Librarians”

Carroll Preston Baber Research Grant Application
Betsy Simpson, University of Florida
November 23, 2009

Statement of the problem

According to James Neal in "Raised by Wolves" (Library Journal, v. 131, no. 3, February 15, 2006), libraries are hiring professionals from outside librarianship for positions integral to the optimal functioning of library operations at an increasing rate. While there is wide recognition that libraries benefit from a diverse workforce, such a growing trend is hypothesized to change the culture of libraries and librarianship in unforeseen ways. “Shifting Patterns: Examining the Impact of Hiring Non-MLS Librarians” seeks to develop an understanding of the dynamics involved in this shift in hiring practices and to identify the essential elements for initiating non-MLS degreed librarians into the profession. The data gathered will be used to create a framework for a model orientation program libraries can adapt to their local environment. Assuring that non-MLS degreed librarians have a meaningful introduction to the theoretical and practical foundations of the field will greatly enhance their ability to collaborate and contribute to the library enterprise. The University of Florida Smathers Libraries is among those institutions that will be able to apply the results of this research to inform future hiring and staff development decisions. Brian Keith, the Smathers Assistant Dean for Human and Financial Resources, who is the current chair of the ALA LLAMA Human Resources Section, has agreed not only to consult on the project as needed but also publicize and encourage the adoption of an orientation model through the ALA and Association of Research Libraries groups in which he is actively engaged.

Research questions and strategies for answering

- To what extent are libraries hiring non-MLS professionals to fill librarian lines?
  - Survey Human Resource Officers at a random sample of 100 college libraries, 100 university libraries, and 100 public library systems identified through the following resources:
    - Public Libraries, a Web site list of US public libraries ([http://www.publiclibraries.com](http://www.publiclibraries.com))

- Do current recruiting practices validate a trend?
  - Examine job advertisements from American Libraries and College and Research Libraries for degree requirements from 2000-present

- How do the perspectives of library directors influence non-MLS hiring for librarian lines?
  - Survey library directors from the random samples noted above
- What, if any, differences exist between academic and public libraries?
  - Analyze the data collected

- Do libraries provide targeted orientations for non-MLS professionals?
  - Include in survey to Human Resource Officers identified above

- What elements would comprise a model orientation?
  - Review literature for examples (e.g., CLIR Fellowship "Library Bootcamp")
  - Interview 5-10 non-MLS professionals working in libraries about their experiences and information needs

**Groups of people who will eventually benefit**

Libraries, and specifically non-MLS professionals working in libraries, will benefit from a greater understanding of hiring patterns and orientation approaches. Such information will allow libraries to assess more effectively the pros and cons of hiring non-MLS librarians and to improve methods for assimilating them into the library culture. Non-MLS librarians will receive training tailored to their individual needs, and as a result, will fully realize their potential as contributors to the library enterprise.

**Planned activities**

<table>
<thead>
<tr>
<th>Period</th>
<th>Activity</th>
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<tbody>
<tr>
<td>July-August 2010</td>
<td>Recruit library school student (Florida State University or University of South Florida) for two semester internship to gather the contact information for the surveys, assist with the compilation of the results, and examine the job ads</td>
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<tr>
<td>September-December 2010</td>
<td>Conduct literature review Surveys (identify random samples, collect contact information, develop questions, obtain institutional approval for human subject research)</td>
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<tr>
<td>January 2011</td>
<td>Submit 6 month report</td>
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<tr>
<td>February 2011-May 2011</td>
<td>Distribute surveys and compile results Record and analyze data from job ads</td>
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<tr>
<td>June 2011</td>
<td>Present findings at 2011 ALA Annual Conference</td>
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<tr>
<td>July 2011-August 2011</td>
<td>Interview non-MLS librarians</td>
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<tr>
<td>September 2011-December 2011</td>
<td>Write article</td>
</tr>
<tr>
<td>January 2012</td>
<td>Submit final report</td>
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Plans for dissemination

- Oral presentation at ALA Annual Conference
- Article in an ALA divisional periodical, such as Library Leadership and Management, or a non-ALA periodical covering human resource issues

Budget

<table>
<thead>
<tr>
<th>Expense Category</th>
<th>Request</th>
<th>Cost Share</th>
<th>Total</th>
</tr>
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<tbody>
<tr>
<td>Principal Investigator</td>
<td></td>
<td>2% salary/benefits for 18 months</td>
<td>$3,080</td>
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<tr>
<td>Stipend for internship</td>
<td>$1,072/semester 5 hours/week @ $15/hour + 2.1% FICA</td>
<td></td>
<td>$2,144</td>
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<tr>
<td>Travel support (2011 ALA Annual Conference)</td>
<td>$200</td>
<td></td>
<td>$200</td>
</tr>
<tr>
<td>Total</td>
<td>$2,344</td>
<td>$3,080</td>
<td>$5,424</td>
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</tbody>
</table>
Elizabeth Y. Simpson  
University Librarian  
University of Florida  

Contact Information  
George A. Smathers Libraries  
University of Florida  
P.O. Box 117007  
Gainesville, FL 32611-7007  
Phone: 352-273-2730  
Fax: 352-392-7365  
Email: betsysim@ufl.edu  

Education  
B.A. Religious Studies  
University of Virginia  
1977  
M.Ed. Counseling  
University of Virginia  
1978  
M.S. Library Science  
Simmons College  
1985  

Employment  
University of Florida, George A. Smathers Libraries, Gainesville, Florida  
Chair, Cataloging and Metadata Department, July 2004 – present  
Direct cataloging operations and oversee management team, including the heads of four cataloging units – Copy Cataloging, Humanities and Special Collections, Science and Social Science, and Authorities and Metadata Quality – and the Principal Serials Cataloger. Work with colleagues across divisions to improve library functions and services. The department consists of twenty-six staff including seven faculty and nineteen paraprofessionals with responsibility for original and copy cataloging of material in all bibliographic formats and a wide variety of languages as well as supporting grant-funded cataloging activities. Close to 30,000 titles are cataloged per year including approximately 5,000 original records. Additional records are batchloaded annually. The department participates in national cooperative programs such as the Name Authority Cooperative Program (NACO), Subject Authority Cooperative Program (SACO), Cooperative Online Serials Program (CONSER) and Bibliographic Record Cooperative Program (BIBCO). Promoted to University Librarian July 2009.  

Associate Chair, Contributed Cataloging Section, Resource Services Department  
May 2000 – June 2004; Acting Associate Chair, August – December 1999, March – May 2000  
Managed the activities of three monographic cataloging units comprised of eighteen staff, including seven faculty and eleven paraprofessionals, generating 20,000 cataloged titles per year including 5,000 original records. Collaborated with Department Chair and Associate Chairs to establish policy, procedures, and workflow department-wide. Awarded tenure and promoted to Associate Librarian July 2002.
Acting Associate Chair, Central Bibliographic Services Section, Resource Services Department-Copy Cataloging Unit and Authorities/Data Quality Unit, August 2001 – May 2002
Managed unit activities during Associate Chair’s sabbatical. Worked closely with unit members to maintain effective functioning of operations. Facilitated transition when Copy Cataloging Unit Head resigned in January, and served as acting unit head. Oversaw maintenance of department Web site.

Directed unit activities and oversaw the training and development of seven unit members including two librarians and five paraprofessionals. Instrumental in establishing a new position line within the Libraries for paraprofessionals in 1996. Assisted with the management of the section. Promoted to Assistant Librarian July 1996.

Social Sciences Monograph Cataloger, Resource Services Department, March 1995 – May 2000

Psychology Selector, Smathers Libraries Selectors Group, March 1995 – August 2000
Managed the University’s psychology collection. Acted as primary liaison to the Psychology Department. Provided leadership for coordination of psychology materials campuswide. Developed and maintained the Libraries’ Psychology Web Subject Guide. Participated in the evaluation of the PsycINFO historic file during beta-testing at the Florida Center for Library Automation (FCLA).

Visiting Acquisitions Projects Librarian, Resource Services Department, October 1994 – March 1995
Coordinated the implementation of a major serials redirect project involving the transferal of over 5000 titles to new vendors. Assisted with the evaluation of a new monographic approval plan.

Regis College, Weston, Massachusetts
Interim Archivist, Spring 1991
Managed college archives, provided reference service, and created exhibits.

Catalog Librarian, November 1986 – October 1988
Cataloged all library materials through OCLC. Maintained card catalog. Managed retrospective conversion project. Supervised support staff and students.

Honors
Presidential Citation, Association for Library Collections and Technical Services (ALCTS), 2008
In recognition of outstanding service as chair of the association’s Leadership Development Committee
University of Florida Davis Productivity Award-Certificate of Commendation to the Smathers Libraries
Serials Redirect Project Group, 1995
University of Florida, George A. Smathers Libraries, Award of Merit, 1995 and 2001

Elected to membership in Beta Phi Mu (International Library and Information Science Honor Society), 1985

Publications

- Refereed

  (Ad hoc Committee member)


Non-refereed


Presentations
Invited
National Organizations

"Ask the Experts," Ex Libris Users of North America Annual Meeting, 2006 (panel member)

“Use of CLARR to Enhance NACO Involvement,” American Library Association Annual Conference, 1997 (co-presenter; CLARR refers to The Cataloger's Toolkit software)

State Organizations
"FRBR: Functional Requirements for the Bibliographic Record," Southwest Florida Library Network full-day workshop, 2006 (co-presenter)

Non-invited
National Organizations


"ALCTS and Continuing Education: How to Build a Successful CE Course," American Library Association Annual Conference, 2006 (program co-chair)


“A FRBR-Inspired Initiative to Improve User Retrieval of Multiple Versions,” American Library Association Annual Conference, Poster Session, 2005 (co-organizer)

“The New Face of Cataloging,” American Library Association Annual Conference, Poster Session, 2004 (co-presenter)

“Technical Services Workflow Analysis for Office Planning at the University of Florida,” American Library Association Annual Conference, Poster Session, 2001 (co-presenter)

“Training Staff to Use Cataloger’s Desktop/Classification Plus,” American Library Association Annual Conference, Poster Session, 1999 (co-presenter)

"User Input on Internet Resource Description from Graduate Students at the University of Florida," American Library Association Annual Conference, Poster Session, 1998 (co-presenter)

“Cataloging Needs Survey: An Instrument for Faculty Input on Elements of the Catalog Record,” American Library Association Annual Conference, Poster Session, 1996 (co-presenter)


State Organizations

“Integrating Resources” Roundtables, State University Libraries OPAC Visioning Summit held at University of Central Florida, 2008 (co-organizer and moderator)
“Reinventing Outreach: The New Frontier,” Association of College and Research Libraries, Florida Chapter, Fall Program, 2008 (program chair and moderator)


“UF Aleph Experience: Cataloging,” Council of State University Libraries Technical Services Planning Committee Meeting, 2005

“UF Aleph Migration,” Florida Center for Library Automation Joint Meeting, 2003 (co-presenter)


Libraries

"The RLG Programs Descriptive Metadata Practices Survey Results," UF Libraries Journal Club, 2008 (co-presenter)


“Future Scan: The World is Flat,” UF Libraries Town Meeting, 2006 (developed and led library-wide meeting to review and discuss The World is Flat by Thomas Friedman)

“Linking E-books to Print Versions,” UF Libraries Journal Club, 2006 (co-presenter)

Grants

Samuel Lazerow Fellowship
Effective dates of the grant: November 20, 1995 – November 26, 1996
Granting Agency: Association of College and Research Libraries
Purpose: to foster research in Acquisitions or Technical Services in an Academic or Research Library
Amount: $1,000

Consulting

External reviewer
University of Tennessee, tenure/promotion candidate, 2008
Florida State University, promotion candidate, 2007
University of Kentucky Libraries, promotion candidate, 2006
Texas Tech University Libraries, promotion candidate, 2006
Colorado State University Libraries, tenure/promotion candidate, 2006
Mississippi State University Libraries, tenure/promotion candidate, 2005

**Professional Service**

**National Organizations**

American Library Association, Member, 1988 – present
Association for Library Collections and Technical Services, Member, 1995 – present
- Technical Services Managers in Academic Libraries Interest Group, Steering Committee Member, 2009 – present
- Esther J. Piercy Award Jury, Member, 2008 – 2009
- Leadership Development Committee: Chair, 2005 – 2008; Member, 2004 – 2005
- Heads of Cataloging Discussion Group: Chair, 2002 – 2003; Vice-Chair, 2001 – 2002
- Collection Management Development Section Liaison to the Committee on Cataloging: Description and Access, 1996 – 1998
- Creative Ideas in Technical Services Discussion Group, Recorder, 1996

Association of College and Research Libraries, Member, 1995 – present
- Samuel Lazerow Fellowship Committee, Intern, 2004

Education and Behavioral Sciences Section, Member, 1996 – 2000
- Ad-hoc Test Collections Directory Committee, Member, 1998 – 2000
- Psychology/Psychiatry Committee, Member, 1996 – 2000

New Members Round Table, Member, 1995 – 2000
- Mentor, 1998 – 1999
- Mentoring Committee, Member, 1995 – 1996

Library Information and Technology Association, Member, 2000 – present

International Relations Round Table, Member, 2008 – present
Visitors Center Committee, Member 2009 – present

**Program for Cooperative Cataloging (institutional membership)**
- Task Group on Training and Participant Documentation, Co-chair, 2000

**State Organizations**

Association of College and Research Libraries, Florida Chapter, Member 1995 – present
- Board of Directors: Past President and Nominating Committee Chair, 2008 – 2009; President, 2007 – 2008; Vice President/President Elect, 2006 – 2007; Member, 2005 – 2006

• Academic Libraries Member Group (formerly Academic Section): Chair, 2007 – 2008; Vice Chair/Chair Elect, 2006 – 2007

Florida Library Leadership Program
• Sunshine State Library Leadership Institute, Mentor, 2007 – present

State University Libraries Technical Services Planning Committee
• Smathers Libraries Representative, 2006 – present
• Joint TSPC-OPAC Vision Summit Report Taskforce, Member, 2008
• OPAC Subcommittee Liaison, 2008 – present

University
• University Minority Mentor Program, Mentor, 2002 – 2005
• University of Florida Senate, Senator, 1997 – 1999

Libraries
• Tenure and Promotion Committee, Chair, 2009 – present; Member, 2003 – 2006
• Joint Committee on Market Equity Analysis, Chair, 2008 – present
• Advisory Group for Research Services and Scholarly Resources, 2008 – present
• Libraries Community Campaign Committee, Member, 2008, 1996 – 1997; Chair, 1995
• Science and Technology Librarian Search Committee, Chair, 2008
• Association of Research Libraries Statistics Survey Working Group, Member, 2008 – present
• Technical Services Alliance, Member, 2007 – present
• Cataloging and Metadata Department Management Group, Coordinator, 2004 – present
• Tenure-track librarian mentor, 2004 – present
• Library Council, Member, 2002 – present
• Middle Managers Group, Member, 1999 – present
• Sustained Performance Evaluation Committee, Member, 2007 – 2009
• Employee Recognition Committee, Chair, 2006 – 2008
• Joint Bibs Task Group, Member, 2006 – 2007
• Staff Structure Reorganization Committee, Member, 2006 – 2007
• Special and Area Studies Collections Department, Faculty Council Strategic Planning Meeting, Facilitator, 2006
• Management Information Gathering Task Force, Chair, 2006
• Public Services Council Meeting, Facilitator, 2005 – 2006
• Classification Study Committee, Member, 2005
• Tenure and Promotion Distinction Committee, Member, 2005
• Faculty Survey Meeting, Small Group Facilitator, 2005
• Technical Services Aleph Implementation Group, Chair, 2004 – 2007
• Sabbatical Committee, Chair, 2004 – 2005; Member, 2003
• Psychology/Sociology Librarian Search Committee, Member, 2004
• Aleph Cataloging Trainers Group, Facilitator, 2003 – 2004
• Resource Services Migration Group, Chair, 2003 – 2004
• Aleph Implementation Steering Committee, Member, 2002 – 2005
• FISH Customer Service program, Co-leader, 2002 – 2003
• Strategic Plan Implementation Team, Member, 2002 – 2003
• Supervisors Discussion Group, Co-coordinator, 2002 – 2003
• Task Group on Library Response to University’s Presidential Task Force on the Future of the University, Member, 2002
• Resource Services Preliminary Library Management System Migration Planning Group, Chair, 2001 – 2003
• Electronic Database Group, Coordinator, 2001
• Library Services and Technology Act (LSTA) Special Collections Project Cataloger Search Committee, Chair, 2001
• Organizational Development Processes Planning Committee, Member, 2001
• Education Library Head Search Committee, Chair, 2000 – 2001
• Blackwell Table of Contents Service Group, Member, 2000
• Libraries Discussion Series on the Library of Congress Bicentennial Conference on Bibliographic Control for the New Millennium, Coordinator, 2000
• Technical Services Management Group, Member, 1999 – 2007
• Technical Services Steering Committee, Member, 1999 – 2007
• Resource Services Management Group, Member, 1999 – 2004
• Staff Awards Committee, Member, 1999 – 2000
• Public Information Officer Search Committee, Chair, 1999
• Humanities/Special Collections Cataloging Unit Head Search Committee, Chair, 1999
• Libraries Nominating Committee for Faculty Senate, Member, 1999
• Yankee Book Peddler Approval Plan Review Group, Member, 1998
• Newspaper Project Librarian Search Committee, Member, 1997 – 1998
• Contributed Cataloging Section Management Group, Chair, 2000 – 2004; Member, 1996 – 1999
• Resource Services Unit Heads Group, Member, 1996 – 2004
• OCLC Access Costs Working Group, Coordinator, 1996 – 1998
• Task Force on Staff Organizations, Member, 1996
Brian William Keith

PROFESSIONAL EXPERIENCE
2005 – Present The George A. Smathers Libraries, University of Florida

Assistant Dean (2009-Present), Assistant Director (2008-2009), Program Director (2005-2008)

Serves as the most senior Human Resources and Financial professional for the Smathers Libraries, serving as representative to the larger University organization and as counsel to supervisors and senior management of the Libraries. This system includes 405 employees represented by multiple labor unions and annual funding in excess of 34 million dollars (state, contracts/grants, foundation, auxiliaries, etc). The Smathers Libraries includes Library West, Library East, Marston Science Library, Music Library, Architecture and Fine Arts Library, Education Library, Journalism Library, Auxiliary Library Facility, Health Science Library, Borland Library at Shands Jacksonville, the Veterinary Medicine Reading Room and 11 additional distinct service or administrative units.

Manages the recruitment process for all library positions. Assists department Chairs and Deans in developing vacancy announcements and search strategies. Provides training and guidance for those involved in recruitment and interviewing. Develops and monitors strategies to enhance and maintain diversity among the library staff. Serves as ex-officio on all faculty search committees.

Provides employee relations counseling for the University Library System. Coordinates employee relations actions with representatives of numerous university entities. Counsels employees with work-related problems; provides guidance to supervisors on employee relations; and insures adherence to library and university Policies and applicable state and federal employment laws.

Develops, maintains and interprets compensation plans for library employees. Evaluates relative compensable factors and determines appropriate salaries to offer candidates. Provides analysis and counsel to ensure salary equity within the Libraries, and to maintain competitive salaries. Prepares policy and procedure guidelines for compensation as needed.

Manages the library performance review process. Generates policies, sets timetables, and provides guidance to supervisors to ensure effective evaluation techniques and outcomes.

Administrates the tenure and promotion process for the Smathers Libraries, inclusive of the Health Science Center Libraries, and Legal Information Center faculty. Sets the library schedule for completing the phases of the tenure and promotion review processes. Reviews tenure and promotion packets. Interprets applicable rules and regulations for Deans and Directors, Department Chairs, the Libraries’ Tenure and Promotion Committee and nominees. Provides training and counsel to faculty to support their preparation for tenure and promotion process.

Plans and implements staff development programs that meet the goals of the Libraries. Implements continuing assessment to develop programs that meet changing needs. Defines skill training and orientation needs, and produces materials to support such programs.

Gathers, compiles, analyzes and interprets statistics and information related to library financial activities. Provides management reports on all library income and expenditures; compiles statistical data to monitor library financial functions; analyzes cash flows and expenditures to project current and future financial status; develops reports to enhance the accumulation of financial and statistical data for the library departments, Deans and other library stakeholders; and provides library administration with in-depth analyses of pertinent financial activities to maximize the Libraries’ resources.

Develops the annual budget, OPS budgets, and various other project level budgets with the Deans and disseminates this information to the libraries’ Chairs and other managers.

Coordinates goals, objectives and priorities for the Smathers Human Resources and Fiscal Services Offices; coordinates planning, organizing and implementation of efforts for the unit’s 10 staff; evaluates the success in meeting goals and objectives; coordinates the unit’s activities with other units and departments of the Libraries; and implements changes to respond to changes and/or create improved operations and outcomes.

Interfaces with numerous university offices and officials and represents the Libraries in matters dealing with human resources and financial management.

Director of Human Resources and Risk Management (2001-2005), Director of Human Resources (1999-2001), Human Resources Manager (1996-1999)

Consulted with and advised management, officers and Board of Directors regarding employee relations issues, legal compliance, and organizational development.

Designed, authored, implemented, communicated, monitored and enforced all personnel policies and procedures for a 325 plus employee organization with corporate entities and profit centers in the commercial property management, healthcare, social services, apartment management and food service industries.

Maintained up to date legal expertise in order to ensure compliance with all local, state and federal employment and benefits laws. Investigated, coordinated efforts of legal counsel and responded to all personnel claims, including: harassment; OSHA violations; wage and hour violations; and discrimination.

Administered and designed employee benefit programs including: paid and unpaid leave systems; educational assistance; employee assistance program; and disability, life, dental, and health insurances.

Provided benefits training and counseling for all levels of employees; provided prompt, accurate and thorough customer service; and advocated on behalf of staff members and their covered family members to ensure appropriate benefits are received from third party benefit providers, while maintaining these key long-term vendor relationships.

Served as Plan Administrator and Investment Committee member for employee profit sharing plan with holdings of over $5,000,000, with responsibilities including: employee trainings and enrollments; required reportings; ERISA compliance; and vendor oversight.

Designed, implemented and maintained highly successful 401(k) pretax payroll deduction retirement savings program.

Workplace Safety and OSHA compliance manager, and workers’ compensation and automobile liability loss control manager operating in concert with applicable carriers and with responsibilities including: loss prevention; claims reporting, investigation and management; return-to-work and legal defense coordination.

Unemployment compensation claims management, including: preparation and submission of employer's response and representation of the employer in all appeals processes and hearings.

Conducted employee trainings and orientations regarding organizational history; values and culture; polices and practices; and employee compensation and benefits. Leadership on various committees to promote job satisfaction, creativity, retention, safety and professional development for all staff.

Supervised and ensured legal compliance for employee payroll exceeding $6,000,000 annually.

Established and implemented IRS Code Section 125 plan for employee pretax payroll deductions.

Administration of property and casualty coverages, comprised of 20 insurance policies and 6 bonds, representing annual premiums in excess of $2,000,000, with responsibilities including: applications and underwriting processes, the coordination of the efforts of 6 competing brokers, site inspections, coverage audits, risk management, and claims investigations and administration.

ACADEMIC AND PROFESSIONAL CREDENTIALS

1994 Bachelor of Science, Psychology University of Florida
Phi Kappa Phi Honor Society

1996 Master of Business Administration University of Florida

2004 Senior Professional in Human Resources (SPHR) Certification Society for Human Resources Management
**AWARDS AND SERVICE**

2008 SirsiDynix-ALA-APA Award for Outstanding Achievement in Promoting Salaries and Status for Library Workers
2006-2009 Member, American Library Association, Human Resource Development and Recruitment Advisory Committee
2008-2009 Vice-Chair, American Library Association, Library Leadership and Management Assoc., Human Resources Section
2009-2010 Chair, American Library Association, Library Leadership and Management Association, Human Resources Section
2009-2011 Member, UF Faculty and Staff Benefits Committee
2009-2011 Member, UF Career Resource Center Advisory Committee

**SCHOLARSHIP**

Pending Association of Research Libraries SPEC Kit: *Professional Development Benefits*
Numerous invited presentations at the American Library Association, and Florida Library Association on Human Resources, Recruitment and Diversity topics