

PAT HAWTHORNE

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| Work
| Personal

Education

Master of Arts – Adult & Higher Education | University of Texas at San Antonio | 1997
Master of Science – Library Science | University of Kentucky, Lexington | 1985
Bachelor of Arts – English-Journalism | University of Southwestern Louisiana, Lafayette | 1982

Certifications

Senior Professional in Human Resources (SPHR) | Human Resources Certification Institute, Society for Human Resource Management | 2003 – present
Human Resources Management Certification | School of Continuing Studies, University of Miami | 1999

Professional Experience

**Associate Dean for Research & Education | October 2015 – present | Appointed with Tenure, Rank III
University of Nevada, Las Vegas University Libraries | Las Vegas**

Responsible for leading the public services division of the UNLV University Libraries and managing five departments (Access Services, Educational Initiatives, Knowledge Production, Library Liaison Program, and Safety & Loss Prevention) and three branch libraries (Architecture Studies Library, Music Library, and Teacher Development & Resources Library). Lead and manage division-level strategic and annual planning and assessment activities. Oversee development and implementation of new services and programmatic initiatives for public services. Coordinated implementation of Rebel Hours @ Lied Library.

Supervise divisional staff of 42 FTE academic faculty librarians and library staff, including 6 department heads. Responsible for oversight of annual evaluation, mid-tenure, and promotion and tenure processes for tenure-track and tenured library faculty and annual evaluations for professional and classified staff within division. Coordinate planning for library events and activities. Collaboratively leading process to develop a plan and concept for a new Knowledge Production center in the Lied Library and related \$4 million renovation. Serve as Acting Dean in the absence of the Dean.

Led year-long initiative involving 52 supervisors to develop nine comprehensive supervisory competencies for the University Libraries. Develop and deliver management training for library managers at all levels including performance evaluation training. Participate in library fundraising and development activities.

Served as the University Libraries Representative on the Strategic Planning Group for UNLV College of Fine Arts. Currently serving as the University Libraries Representative on the UNLV Campus Learning & Development Alliance, a cross representational group tasked with developing the Management Training Academy for campus managers.

Associate Dean for Exploration & Engagement | August 2013 – September 2015

+ Interim Head of Scholarly Services & Research Initiatives | December 2013 – September 2015

+ Interim Head of Access & Delivery Services | August 2014 – March 2015

University of Oklahoma Libraries | Norman, Oklahoma

Responsible for leading the public services division of Bizzell Memorial Library and managing five departments – Access and Delivery Services & Library Service Center (circulation, reserves, interlibrary loan, document delivery, stacks management, remote storage, technology lending); Government Documents (international, federal, and state documents and media services); Helmerich Collaborative Learning Center; Scholarly Services & Research Initiatives (faculty and graduate student services, liaison program); Undergraduate Services & Learning Initiatives (undergraduate services, library instruction, outreach, special projects, public programming). Supervised divisional staff of 23.5 FTE librarians and library assistants, including 4 managers. Oversaw development and implementation of new services and programmatic initiatives for public services within main library. Reorganized public services division to support undergraduate services and related learning initiatives and graduate and faculty research. Participated in the initial planning and ongoing development of service and staffing models for new 18,000 square foot Helmerich Collaborative Learning Center (HCLC) opened on September 15, 2014, including development of 4 new positions. Served on Master Plan Steering Committee charged with development of a conceptual plan and approach for a phased renovation of main library. Participated in library fundraising and development activities.

Interim Chief Administrative Officer | August 2012 – August 2013

+ Director of Library Human Resources | January – July 2012

Emory University Libraries | Atlanta, Georgia

Appointed to interim position by Richard Mendola, newly appointed Senior Vice Provost for Library Services and Digital Scholarship and Enterprise-Wide Chief Information Officer, following resignation of Vice Provost & Director of Libraries Rick Luce. Interim assignment included managerial and supervisory responsibility for Digital Scholarship Commons (DiSC), the unit and staff that support digital scholarship initiatives, and for newly created Administrative Services Division.

Served as a member of the senior management team and worked with administrators to oversee library services and operations, policy and program development, and strategic and annual planning. Worked with senior managers on collaborative Emory-Georgia Tech library projects including planning for a joint remote storage facility, collections-related initiatives, and professional development programs. Worked with Senior Vice Provost to reorganize library and information technology units to create Center for Digital Scholarship. Coordinated administrative support and provided direct support to the Senior Vice Provost on activities and issues related to university-wide initiatives such as accreditation and external reviews. Responsible for leadership, management, and planning for newly formed Administrative Services Division and its four major departments – External Affairs, Library Facilities, Library Finance & Business, and Library Human Resources – and for direct supervision of four managers (3 Directors and 1 Manager) and indirect supervision of 26.25 FTE working in these departments. Served as the chief human resources officer with oversight for all activities related to academic, staff, and student employees and as the library's primary liaison to campus human resources offices. Advised library administrators, managers, supervisors, and employees on human resources issues (library workforce of approximately 175 staff plus 100 – 200 student employees). Worked with library administration and ad hoc task force to develop a successful proposal on appointment, advancement, and contract renewal of librarians as faculty-equivalent employees and developed preliminary documents related to implementation of the peer-review process for appointment and advancement of librarians as faculty-equivalent appointees. Developed new process and format for academic and staff job descriptions within Emory Libraries and initiated library-wide review and update of

all job descriptions. Managed staff performance management program including advising employees, librarians, supervisors, and administrators on all aspects of the program.

Director of Research & Learning Services | April 2010 – December 2011
+ Interim Head of Access Services | June 2010 – December 2011
Albert B. Alkek Library | Texas State University | San Marcos, Texas

Responsible for providing leadership and direction for public services in the Alkek Library and managing Circulation; Reserves, Periodicals, & Media; Stacks; Government Information; Instructional Services; Interlibrary Loan; and Reference Services. Supervised 7 department and unit managers and a total divisional staff of 27 librarians and library assistants. Led a reorganization of the division to create an Access & Delivery Services Department and streamline operations. Developed and implemented strategic initiatives related to public services and to advance the library's role in undergraduate education; coordinated assessment activities for the Library; managed public relations, marketing, and outreach activities and public programming. Coordinated pilot project that provided faculty with desktop document delivery of articles from print journal collection and oversaw the implementation of two major projects – replacement of compact shelving in Government Information and replacement of the library's security gates. Assisted in creation of the first fundraising and development plan for the Library. Served on Information Technology Divisional Leadership and Alkek Library management teams and participated in strategic planning process. Designed librarywide strategic planning process to engage and involve all levels of staff in all areas of the library. Collaborated with library and university administrators on facilities planning and management and served as lead writer/editor and developed a 40-page comprehensive architectural program document to facilitate conceptual planning for a learning commons in the Alkek Library. Participated in the evaluation and interview process to select an architectural/engineering firm to conduct a feasibility study and develop conceptual renovation plans for library.

Director of Library Human Resources | February 2002 – April 2010
+ Acting Director of Library Business Services | November 2004 – February 2005
University of California, Los Angeles Library | Los Angeles, California

Served on the senior management team, with the University Librarian, Deputy University Librarian, four Associate University Librarians, and Director of Library Business Services. Administered human resources programs of the UCLA Library (workforce of approximately 120 academic staff, 400 professional and support staff, and 500 – 600 student employees at that time). Advised senior administrators and library managers on human resources issues and activities including organizational structure, reorganizations, consolidations, mergers, staff assignments and reassignments, work design and redesign, policy development and implementation. Served as the library's liaison to the Academic Personnel Office and Campus Human Resources, working within university and system-based shared services model. Ensured the library was in compliance with four union contracts, with system and campus policies and practices, and state and federal laws and represented the library in collective bargaining, employee/labor relations meetings, and grievance hearings. Coordinated recruitment and hired 6 Associate University Librarians, 125 librarians, and 200 staff during 8-year tenure. Administered annual peer review cycle (30 – 55 actions annually) for appointment, merit increases, promotions, and career status decisions for librarians, a peer review process similar to that for ladder-rank faculty. Co-chaired task force that developed updated and streamlined local process and procedures for peer review of UCLA librarians as academic appointees in compliance with UC-AFT union contract and UC System policies. Worked with University Librarian and senior management team to coordinate multi-year redesign of performance management process for staff positions within the UCLA Library. Served as the compensation analyst for the library assistant series and coordinated classification requests for other staff title series and all merit, promotion, and other salary adjustments (\$18 million salary budget). Oversaw organizational development and learning for the library including all orientation, training,

development and other educational programs for staff. Coordinated all academic and staff recruitment and retention activities and diversity initiatives including EEO/AA programs. Managed the Library Human Resources Department (6 FTE staff + 1 FTE student assistants and annual budget of approximately \$590,000). Managed endowments, coordinated donor stewardship activities, and participated in fundraising and development activities.

Assistant University Librarian for Administrative Services | March 2000 – February 2002
+ Acting University Librarian | October 2000 – January 2001
Otto G. Richter Library, University of Miami | Coral Gables, Florida

Served as a member of the senior management team with University Librarian and three other Assistant University Librarians. Responsible for management of administrative services — human resources, budget and fiscal operations, public relations, facilities management, and administrative projects. Served as the human resources officer for the Richter Library and its branches. Provided oversight for Budget & Fiscal Operations and for facilities management including coordination of aspects of the Richter Renovation project. Coordinated the compilation and reporting of library statistics to the university and external agencies for accreditation and other survey purposes. Managed the library's public relations activities including development of Library Links, the library's first print newsletter. Served on the Richter Renovation Advisory Group and campus-level University Ombudsperson Program's Troubleshooters Group.

+ Division Coordinator for Education & Outreach Services | July 1998 – March 2000
+ Head of Instruction | December 1997 – July 1998
+ Assistant Head of Reference/Instruction Librarian | October – December 1997

Managed education and outreach programs including library instruction, faculty development, public relations, and library publications. Provided research assistance and developed and taught classes and workshops for students, faculty, staff, and library employees, including specialized instruction in education. Appointed as subject librarian/specialist for the School of Education with responsibility for collection development, instruction, reference, and outreach.

Administrative Projects Librarian | October 1990 – October 1997
Briscoe Library, The University of Texas Health Science Center | San Antonio, Texas

Worked with senior management in the areas of project and committee management, personnel, staff development, accreditation and survey reporting, publications and report development, proposal writing, and public relations activities. Served as staff development officer and coordinated orientation, training, development, and performance management activities. Developed and updated library policies and guidelines, job descriptions, accreditation reports and surveys, public relations materials, and exhibits. Assisted in management of federal grants and contracts. Provided administrative support, managed meeting logistics, and prepared reports for the Library Director while she served in various leadership roles for the Texas Council of State University Librarians and the UT Health Science Library Directors. Worked with Library Director (in her role as chair) and UT Health Science Library Directors to develop a system-wide report on the status of medical libraries in the University of Texas System in response to inquiry from Vice Chancellor for Health Services of UT System serving as lead writer, researcher, and editor for report.

Assistant Librarian | August 1988 – September 1990

Troy H. Middleton Library, Louisiana State University | Baton Rouge, Louisiana

Served as U.S. Documents Librarian and Social Sciences Librarian providing reference service, conducting online database searches, and developing guides and other publications. Taught a one-hour credit undergraduate course in library research methods/skills and conducted library tours and orientation sessions. Supervised 3 – 4 graduate assistants from the School of Library and Information Science. Served on library and university committees, including a 1-year elected term on the Library Faculty Committee.

Employee Communication / Public Relations Coordinator | May 1986 – July 1988

University of Utah Hospital & Clinics | Salt Lake City, Utah

Advised administrative staff on organizational communication issues and developed and managed the internal communication plan. Generated responses to employee comments, questions, and suggestions. Published weekly newsletter, Intercom, for more than 4,000 employees. Participated in New Employee Orientation and in employee training sessions. Responsible for planning the annual Service Award Program and Banquet. Served on Patient/Customer Relations Task Force and facilitated communication of patient relations concept and strategies to employees.

Graduate Assistant | June 1984 — August 1985

Margaret I. King Library | University of Kentucky | Lexington, Kentucky

Assisted patrons in the Periodicals/Newspapers/Microtexts Department. Conducted inventory of library holdings for the Kentucky Newspaper Project, a part of the United States Newspaper Program. Performed records maintenance in Central Serials Records

Reporter/Editor | May 1983 – May 1984

The Daily Iberian | New Iberia, Louisiana

Served as general assignment reporter for government, crime, education, business, health care, and tourism at local and state levels and as feature writer for lifestyle and entertainment sections. Edited Bayou, the newspaper's Sunday magazine and special supplements.

Editor-in-Chief | 1981

The Vermilion | University of Southwestern Louisiana | Lafayette, Louisiana

Served as appointed editor of weekly student newspaper with responsibility for planning editorial content and managing production and business aspects of publication including supervision of editorial and business staff of ten. Served as member of President's Advisory Council.

Reporter | 1978 – 1981

The Daily Advertiser | Lafayette, Louisiana

Served as general assignment reporter for education, health care, and consumer issues and coordinated editing and layout of special sections and supplements.

Teaching

Teaching in Credit Courses

Professor of Practice, Managerial Leadership in the Information Professions (MLIP) Doctoral Program, Spring Semesters (January – May 2007, January – April 2008, January – April 2009), Graduate School of Library and Information Science, Simmons College, Boston, Massachusetts

Served as an adjunct faculty member in the Managerial Leadership in the Information Professions Program, a program funded by the Institute for Museums and Libraries (IMLS), which is an executive doctoral program. Co-taught Strategic Human Resources Management course during Spring semester with Maureen Sullivan. Served as a reader for comprehensive examinations.

Teaching in Non-Credit Courses & Guest Lectures

- Seminar Presenter, Strategic Human Resources: Leadership in Action, Seminar presentation to 2018 Senior Fellows cohort at invitation of Brian E. C. Schottlaender, UCLA Senior Fellows Program Director, UCLA, August 13, 2018
- Seminar Presenter, Succession Planning & Management, Seminar presentation via Skype to graduate-level course (LIS 977) at invitation of Christopher Stewart, Ph.D., Associate Professor of Library and Information Science, School of Library and Information Management, Dominican University, November 3, 2012
- Seminar Presenter, Human Resources in Academic Libraries, Seminar presentation to multiple graduate-level courses in library management at invitation of Beverly Lynch, Ph.D., Professor of Library and Information Science, Department of Information Studies, Graduate School of Education & Information Studies, UCLA , Multiple dates from 2002 - 2010
- Seminar Presenter, An Overview of Academic Library Budgets, Seminar presentation to graduate-level course (AHE 5323: Financing Higher Education) at invitation of James W. Wagener, Ph.D., Professor of Education, University of Texas at San Antonio, March 11, 1997
- Seminar Presenter, Academic Libraries, Seminar presentation to graduate-level course (AHE 5313: Seminar in Governance of Higher Education) at invitation of James W. Wagener, Ph.D., Professor of Education, University of Texas at San Antonio, February 27, 1997

Publications

Articles & Book Chapters

- Hawthorne, Pat. Strategies for Managing Human Resources. Book Chapter in Practical Strategies for Academic Library Managers: Leading From All Levels. Fran Wilkinson and Rebecca Lubas, Editors. Santa Barbara, California and Denver, Colorado: Libraries Unlimited, 2017.
- Hawthorne, Pat. Succession Planning & Management: A Key Leadership Responsibility Emerges. Texas Library Journal, 87 (1) Spring 2011:8 – 12. Available online: http://www.txla.org/sites/tla/files/pdf/pubs/TLJ87_1.pdf
- Abramson, Jenifer, Pat Hawthorne, Joan Kaplowitz, and Leslie McMichael. Voices of the Future: Next Generation Professionals Speak. In College & Research Libraries News, 69 (5) May 2008: 262 – 263. Available online: <http://www.ala.org/acrl/proftools/recruiting/voicesofthefuture>

- Hawthorne, Pat and Nicole A. Cooke. Trendspotting and Microtrends in Academic Libraries. In College & Research Libraries News, 69 (4) April 2008: 214 – 215. Available online: <http://crln.acrl.org/content/69/4/214.full.pdf>
- Hawthorne, Pat. Redesigning Library Human Resources: Integrating Human Resources Management and Organizational Development. In Organizational Development and Leadership Theme Issue. Library Trends, 53 (1) Summer 2004: 172 – 186.
- Ad Hoc Task Force on Recruitment & Retention Issues (Pat Hawthorne and George Bynon, Co-Chairs), a subcommittee of the Association of College and Research Libraries (ACRL) Personnel Administrators & Staff Development Officers Discussion Group. “Recruitment and Retention: A Professional Concern” in The Bowker Annual: Library and Book Trade Almanac, 2003, 48th Edition. Medford, NJ: Information Today, 2003, 291 – 302.
- Hawthorne, Pat. Leadership in the Lone Star State: The TALL Texans Leadership Development Institute. Texas Library Journal, 75 (Winter 1999), 156 – 159. [Reprint of article which originally appeared in The Southeastern Librarian.]
- Hawthorne, Pat. Leadership in the Lone Star State: The TALL Texans Leadership Development Institute. The Southeastern Librarian, 47 (Winter 1998), 27 – 29.
- Hawthorne, Pat. The LITA/LAMA National Conference Publications Team Experience: An Interview with Ron G. Martin. Library Administration & Management, 11 (Fall 1997): 198 – 204.

Book-Length Publications

- Ad Hoc Task Force on Recruitment & Retention Issues (Pat Hawthorne and George Bynon, Co-Chairs), a subcommittee of the Association of College and Research Libraries (ACRL) Personnel Administrators & Staff Development Officers Discussion Group. Recruitment, Retention, and Restructuring: Human Resources in Academic Libraries. Chicago: American Library Association, 2002. Available online: <http://www.ala.org/acrl/proftools/recruiting/recruitment>
- Hawthorne, Pat and Ron G. Martin, Editors. Planning Academic Library Building Additions: A Seamless Approach. Chicago: American Library Association, 1995.
- Ray, Tom H., and Pat Hawthorne, Compilers. Librarian Job Descriptions in ARL Libraries. (Systems and Procedures Exchange Center / SPEC Kit #194). Washington, D.C.: Association of Research Libraries, 1993.

Grant-Related Publications

- Hawthorne, Pat. Postell Award: Learning Organizations. South Central Connection: Newsletter of the South Central Chapter, Medical Library Association, Winter 1997, 14.
- Bowden, Virginia M., Elizabeth Anne Comeaux, and Pat Hawthorne. FLIS – LIS Users Group – Planning & Development Final Report. Submitted to the National Library of Medicine in completion of NLM Resource Project Grant #LM05105-02, August 31, 1994.
- Hawthorne, Pat. The Kentucky Newspaper Project. Kentucky Review, 5 (1985): 60 – 64.

Book Reviews

- Hawthorne, Pat. Book Review of So You Want to Be an Academic Library Director by Colleen S. Harris, Editor. Reference and User Services Quarterly (publication pending).
- Hawthorne, Pat. Book Review of Effective Difficult Conversations: A Step-by-Step Guide by Catherine B. Soehner and Ann Darling. Reference and User Services Quarterly, 56: 4 (Summer 2017): 297
- Hawthorne, Pat. Book Review of Desktop Publishing for Librarians by Walt Crawford. RQ, 30 (Spring 1991): 441 – 442.

- Hawthorne, Pat. Book Review of Desktop Publishing for Librarians on the Apple Macintosh by Peter Stubley. Research Strategies, 8 (Spring 1990): 98 – 99.
- Hawthorne, Pat. Review of Public Access to Government Information: Issues, Trends and Strategies, Second Edition, by Peter Hernon and Charles R. McClure. Journal of the American Society for Information Science, 41 (March 1990): 153.

Poster Sessions

- Presenter (with Bonnie O'Connor and Patty Zuniga), Can We Talk? An Alternative to the Written Trip Report, Medical Library Association Annual Meeting, May 17, 1994, San Antonio, Texas AND South Central Chapter of the Medical Library Association Annual Meeting, October 23, 1994, Irving, Texas
- Presenter (with Bonnie O'Connor, Ingrid Hendrix, Gina Harrison, Evelyn Olivier, and Pat Brown), Celebrating National Library Week and the Right to Know, South Central Chapter of the Medical Library Association Annual Meeting, October 27, 1992, Houston, Texas
- Presenter (with Virginia M. Bowden), Planning for the Future: A Management Study of User Groups, Medical Library Association Annual Meeting, June 3, 1991, San Francisco, California and American Library Association Annual Conference, July 2, 1991, Atlanta, Georgia
- Presenter (with Virginia M. Bowden, Rajia Tobia, Evelyn Olivier, and Janna Lawrence), Flat-Rate MEDLINE Access and Unaffiliated Health Professionals in South Texas, American Library Association Annual Conference, June 29, 1991, Atlanta, Georgia

Presentations

- Invited Panelist with Melissa Laning Emily Stenberg, and John Lehner, *Innovators Needed: Workforce Development for the 21st Century Academic Library*, ACRL National Conference, April 12, 2013, Indianapolis, Indiana
- Invited Speaker, *Succession Planning & Management*, ARL-ACRL Human Resources Symposium, November 15, 2012, Washington, D.C.
- Invited Panelist, *Networking: When to Network?*, American Library Association New Members Round Table Online Webinar, June 7, 2012
- Invited Speaker/Consultant, *The Future is Now: Using SOAR to Construct the Future*, Presentation to Library Staff at Clemson University Libraries at invitation of Dean Kay Wall and Associate Dean Eric Shoaf, March 27, 2012, Clemson, South Carolina
- Invited Speaker, *What Are Interviewers Really Looking for in Successful Candidates?*, Presentation at ALA Annual Conference Placement Center Series, June 25, 2011, New Orleans, Louisiana
- Invited Panelist, *Writing Press Releases*, Presentation at Fifth Annual Archives Month Celebration (University Archives & Wittliff Collections Event Celebrating American Archives Month), Albert B. Alkek Library, Texas State University, October 1, 2010, San Marcos, Texas
- Invited Speaker, *Succession Planning & Management*, Presentation to the California Council of County Law Librarians, September 28, 2007, Santa Ana, California
- Invited Panelist/Speaker, *Recruiting and Job-Seeking in a Seller's Market*, Panel presentation for Professional Rights, Responsibilities, and Recruitment Committee, Texas Library Association Annual Conference, April 25, 2002, Dallas, Texas
- Invited Panelist, *'One-Stop Shopping': The Information Commons*, Panel presentation for "Technology as Catalyst at the University of Miami" Session, Academic Affairs – Student Affairs: Creating Synergy for Learning Conference, January 16, 1999, University of Miami, Coral Gables, Florida

- Facilitator, *Information Literacy Breakout Session*, SEFLIN Energizing II Conference, Southeast Florida Library Information Network (SEFLIN), July 14, 1998, Florida International University-North Campus, Miami, Florida
 - Invited Speaker, *TALL Texans: The Leadership Development Institute of the Texas Library Association*, Southeastern Library Association Leadership Conference, March 26 – 27, 1998, Atlanta, Georgia
 - Panel Presenter, *The LAMA Occasional Paper Series*, Library Administration & Management Publications Workshop, American Library Association Midwinter Meeting, February 15, 1997, Washington, D.C.
 - Discussion Leader, *Learning Organizations: Staff Training & Development Issues*, American Library Association Annual Conference, July 7, 1996, New York, New York
 - Workshop Presenter, *Desktop Publishing*, Louisiana Chapter of the Association of College & Research Libraries, June 13 – 14, 1989, Baton Rouge and Ruston, Louisiana
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Selected Professional Development Activities

Library Activities

- Designing Libraries for the 21st Century Conference, Coalition for Networked Information (CNI), September 18 – 20, 2016, Hosted by University of Calgary, Alberta, Canada
- Student Success, Retention, and the Academic Library – 2014 Annual Research Library Symposium, ExLibris, October 27 – 28, 2014, San Diego, California
- Assembling a Consulting Toolkit: What You Need to Know To Be a Successful Library Consultant, Association of Specialized & Cooperative Library Agencies, American Library Association, January 23 – 24, 2014, Philadelphia, Pennsylvania
- Librarians Partnering for Student Learning: Leadership, Practice & Culture (Student Learning Outcomes Conference), Greater Western Library Alliance, November 13 – 15, 2013, University of Nevada Las Vegas, Las Vegas, Nevada
- Designing Libraries for the 21st Century Conference, Coalition for Networked Information (CNI), October 6 – 8, 2013, Hosted by North Carolina State University, Raleigh, North Carolina
- The Book in the West with an Emphasis on California, California Rare Books School Course, August 11 – 15, 2008, UCLA, Los Angeles, California
- Helping Libraries Help Themselves: The Library Development Office — Getting Started & Preparing for the Capital Campaign, Fundraising & Financial Development Section, Library Administration & Management Association, American Library Association, June 26, 1998, Washington, D.C.
- Learning to Teach: Workshops on Instruction, Instruction Section, Association of College & Research Libraries, American Library Association, June 27, 1997, Berkeley, California
- Defending the Right to Know: Libraries, Political Action, and Intellectual Freedom (A Leadership Development Institute for the Texas Library Community), Texas Library Association (with the Texas Freedom Network, the American Library Association Office for Intellectual Freedom, and the Nathan Cummings Foundation), December 13 – 14, 1996, Austin, Texas
- The Learning Organization: Managing Change by Changing the Way We Learn, LITA/LAMA National Conference, October 12 – 13, 1996, Pittsburgh, Pennsylvania
- The Technology-Proof Library: A 25-Year Design to Outlast the Electronic Information Revolution, LITA/LAMA National Conference, October 12, 1996, Pittsburgh, Pennsylvania

Leadership & Management

- ACE Leadership Academy for Department Chairs, American Council on Education, January 17 – 18, 2018, San Diego, California

- Development for Deans and Academic Leaders, Council for the Advancement and Support of Education (CASE), November 11 – 12, 2014, Marina Del Ray, California
- Stepping Into the Director Role: Prepare for the Part, Public Library Association, American Library Association, June 27, 2014, Las Vegas, Nevada
- Women’s Leadership Institute, Association of College Unions International, December 3 – 6, 2013, Amelia Island, Florida
- Strategic Planning for Non-Profit Organizations, UCLA Extension Course, March 11 – 25, 2009 UCLA, Los Angeles, California
- The Art of Fundraising, UCLA Extension Course, April 15 – June 10, 2008, UCLA, Los Angeles, California
- University of California Leadership Institute, Office of the President, University of California, May 15 – 17, 2005, San Diego, California
- University of California Management Skills Assessment Program, University of California (program of the five southern campuses), October 5 – 10, 2003, Lake Arrowhead, California [Served as assessor]
- University of California Business Officer Institute, Office of the President, University of California, May 5 – 7, 2003, San Francisco, California
- The Seven Habits of Highly Effective People Workshop, Office of Employee Training & Development, University of Texas Health Science Center at San Antonio, March 13 – 14, 1995, San Antonio, Texas
- Leadership in the Medical Library, Library and Information Leadership Institute, Graduate School of , EastLibrary and Information Science, University of Texas, March 28 – 29, 1996, Austin, Texas
- Moving Up in Academic Library Administration, Library and Information Leadership Institute, Graduate School of Library and Information Science, University of Texas, March 3 – 4, 1994, Austin, Texas
- Basic Management Skills Institute, Office of Management Services, Association of Research Libraries, November 11 – 14, 1991, El Paso, Texas

Human Resources & Organization Development

- Building Leadership Competency: The Contemporary Use of Organization Development Principles for All, 2019 Cape Cod Institute, Robert Hartl, July 1 – 5, 2019, Eastham, Massachusetts
- Advancing Inclusion: Turning Us and Them Into We, 2019 Cape Cod Institute, Deborah Plummer, June 24 – 28, 2019, Eastham, Massachusetts
- Conscious Leadership: A Unified Model of Leadership Development, 2018 Cape Cod Institute, Bob Anderson, August 6 – 10, 2018, Eastham, Massachusetts
- Developmental Coaching for Leadership Agility, 2017 Cape Cod Institute, Bill Joiner and Debbie Whitestone, July 10 – 14, 2017, Eastham, Massachusetts
- Purpose, Passion & Power: Creating Resonance in Your Life as a Leader, 2015 Cape Cod Institute, Annie McKee, July 6 – 10, 2015, Eastham, Massachusetts
- Tools for Accelerating Organizational Change, 2012 Cape Cod Institute, Jerry Jellison, August 13 – 17, 2012, Eastham, Massachusetts
- Organizational Development Network Conference, October 19 – 22, 2008, Austin, Texas
- Professionals in Human Resources Association (PIHRA) Annual Conference, October 16 – 18, 2007 & September 20 – 22, 2006, Long Beach, California
- 2nd Annual Labor & Employment Law Advanced Practices Symposium (LEAP), Handling Employment & Labor Practices Center, November 10 – 11, 2005, Napa, California
- Introduction to Compensation, Society for Human Resources Management, June 18 – 19, 2005, San Diego, California
- Organizational Development Institute, Maureen Sullivan & Associates, May 23 – 25, 2005, Los Angeles, California

- SHRM Human Resources Certification Course, Society for Human Resources Management, November 18 – 20, 2002, Santa Monica, California
- ARL/OLMS Human Resources Symposium, Office of Leadership & Management Services, Association of Research Libraries, October 14 – 15, 2002, Washington, D.C. [Served as facilitator]
- ARL/OLMS Human Resources Symposium, Office of Leadership & Management Services, Association of Research Libraries, March 2 – 3, 2000, Washington, D.C.
- Train the Trainer Workshop, SOLINET, May 4 – 5, 1998, Florida Atlantic University, Boca Raton, Florida
- Basic Facilitation Skills Workshop, San Antonio Chapter, American Society for Training & Development, November 16, 1994, San Antonio, Texas
- How to Teach Adults in Individual and Small Group Settings, Medical Library Association, May 16, 1993, Chicago, Illinois

Professional Memberships

American Library Association (ALA)
 Association of College & Research Libraries (ACRL)
 Texas Library Association
 TALL Texans Leadership Round Table
 Society for Human Resource Management (SHRM)

Professional Service

American Library Association (ALA)

- Chair, Selection Committee for Leading to the Future Institute, American Library Association, 2015 – present
- Member, ALA Publishing Committee, 2014 – 2016
 - Member/Chair, Carnegie-Whitney Grant Awards Selection Subcommittee, 2014 – 2016
- Chair, Office of Human Resource Development and Recruitment Advisory Committee, 2010 – 2012 (Appointed chair by ALA President Roberta Stevens for 2010 – 2011; Reappointed by ALA President Molly Raphael for 2011 – 2012)
 - Chair, Recruitment Assembly, American Library Association, 2010 – 2012
- Member, 1992 Midwinter Activities & Local Arrangements Committee, New Members Round Table, 1991 – 1992

ALA | Association of College & Research Libraries (ACRL)

- Co-Chair, ACRL Personnel Administrators & Staff Development Officers Discussion Group, 2017 – 2018 and 2008 – 2009 and 2001 – 2002
- Member, Screening and Appointment of Academic Librarians Using a Search Committee Task Force, Association of College & Research Libraries, 2014 – 2017
- Co-Chair (with Patricia Smith), ACRL Presidential Planning Committee for Incoming President Julie Todaro, Association of College & Research Libraries, 2007 – 2008
- Co-Chair (with George Bynon), Ad Hoc Task Force on Recruitment & Retention of Academic Librarians, ACRL Personnel Administrators & Staff Development Officers Discussion Group, January 2001 – 2002
- Editor, ACRL/LA Newsletter, Association of College & Research Libraries/Louisiana Chapter, 1990

ALA | Library Leadership & Management Association (LLAMA)

- Chair, LLAMA Career Institute Planning Committee, 2013 – 2018
- Chair, LLAMA Nominating Committee, 2014 – 2015
- Member, LLAMA Financial Advancement Committee, 2013 – 2015
- LLAMA Past President & LLAMA Board of Directors Member 2013 – 2014
- LLAMA President & LLAMA Board of Directors Member, 2012 – 2013
- LLAMA Vice President/President-Elect & LLAMA Board of Directors Member, 2011 – 2012
- Founding Co-Chair, Emerging Trends Discussion Group, Human Resources Section, 2008 – 2009
- Past Chair, Human Resources Section, 2007 – 2008
- Chair, Human Resources Section, & LLAMA Board of Directors Member, 2006 – 2007
- Vice-Chair/Chair-Elect, Human Resources Section, 2005 – 2006
- Co-Chair, Organizational Development Discussion Group, Library Organization & Management Section (LOMS), 2003 – 2004
- Ex-officio Member, LAMA Publications Committee, 1995 – 1997
 - Manuscript Reviewer for Practical Help for New Supervisors (Third Edition), Publications Committee, February 1996
 - Manuscript Reviewer for Part-Time Public Relations with Full-Time Results: A PR Primer for Libraries, Publications Committee, Library Administration & Management Association, American Library Association, July 1994
- Editor, LAMA Occasional Paper Series, 1995 – 1997
- Assistant Editor, LAMA Occasional Paper Series, 1993 – 1995

ALA | Reference & User Services Association (RUSA)

- Member, Notable Books Council, Collection Development & Evaluation Section, 1997 – 1999
- Member/MARS Representative, Publications Committee, 1993 – 1995
- Chair, Publications Committee, Machine-Assisted Reference Section (MARS), 1993 – 1995
- Member, Publications Committee, Machine-Assisted Reference Section (MARS), 1991 – 1993

Medical Library Association

- Member, 2012 Symposium Planning Committee for “Managing & Revitalizing Your Career as a Medical Librarian” Preconference at 2012 MLA National Conference, 2010 – 2012
- Member, 1991 Local Arrangements Committee & Publicity Subcommittee, South Central Chapter, 1990 – 1991

Texas Library Association

- Chair, District 10, Texas Library Association, 1997
- Secretary-Treasurer, TALL Texans Leadership Interest Group, Texas Library Association, 1994 – 1997

Louisiana Library Association

- Member/Subject Specialists Representative, Editorial Board, LLA Bulletin, 1989 – 1990
- Editor, LA DOCS [Louisiana Documents] Newsletter, Government Documents Round Table, 1988 – 1990
- Member, Program Subcommittee, 1989 Conference Committee, 1988 – 1989

Honors

- Selected for participation in the University of California at Los Angeles (UCLA) Senior Fellows 2001 Program (Executive Management Program for Academic & Research Library Leaders), UCLA Graduate School of Education & Information Studies, July 16 – August 3, 2001
- Selected for participation in Leadership Skills Development Program, Professional Development & Training, Office of Human Resources & Affirmative Action, University of Miami, Spring 1999
- Received William D. Postell, Sr. Professional Development Award, South Central Chapter, Medical Library Association, Fall 1996
- Received Outstanding New Member Award, San Antonio Chapter, American Society for Training & Development, December 1995
- Selected for participation in TALL (Texas Accelerated Library Leaders) Texans Leadership Development Institute, Texas Library Association, 1994
- Elected to Beta Phi Mu (International Library Science Honor Society), 1985
- Received Excellence in Journalism Award, University of Southwestern Louisiana, 1982