6 April 2025

Mike Reid
Dean of the College of Health and Human Performance
Chair, Dean of University Libraries at the University of Florida Search Committee
FLG 200
P.O. Box 118200
Gainesville, FL 32611-8200

Dear members of the search committee:

I am writing to express my interest in the Dean of University Libraries position at the University of Florida. I am an experienced, innovative, visionary leader who is dedicated to advancing student success, world-class teaching, and cutting-edge research. I am a three-time academic library dean, gaining 16 years of experience while serving as Dean of Libraries at Western Washington University, the University of Northern Iowa, and Clemson University. As Dean of University Libraries at the University of Florida, I would create a forward-looking, collaborative vision and promote a positive, supportive culture to inspire members of my team to develop innovative collections, services, and spaces.

The position description notes that a key qualification of the new Dean of University Libraries is "developing and implementing a strategic vision". When I arrived at Clemson, I charged an R1 task force to survey the library landscape and conduct peer benchmarking. We learned that the library faced gaps in staffing, budget, and space. The task force's report recommended we invest in five areas: digital literacy, research services for graduate students and faculty, learning affordability, research-level collections, and 21st century learning spaces. The R1 report became our north star for change, informing the development of our strategic plan revision and facilities master plan for Cooper Library.

We have made great progress in achieving the goals of our benchmarking report. Thanks to support from the administration and the addition of new partners, the Libraries budget has increased by $6M and the number of employees by 49. We also increased our collections budget to $10M a year. The biggest investments went into services for faculty, which were seriously lacking when I arrived. We created a new department called Open Scholarship and hired a Scholarly Communications Librarian and Data Services Librarian, among others. We renewed our commitment to open access, doubling our open access fund, negotiating 11 read and publish agreements, and providing support for faculty when it comes to where best to publish, how to negotiate copyright, and how to set up their research portfolio for maximum impact. For Data Services, we built the Data Visualization Lab, which teaches faculty how to create research data management plans for grants, where to securely store their data, and what software they can use to visualize their data. We also expanded student services, developing a learning commons to provide one-stop support in research, writing, career development, and mental health. We moved the Writing Center into the library and have plans to add the campus' new experiential learning hub soon. Thanks to a $250,000 donation from Adobe, we were able to add maker services to our Adobe Studio, a university partnership which was the first of its kind in the US, providing students with instruction in digital literacy and prototyping. Lastly, we developed an open education resources program which, coupled with a textbook lending program, saves students over $1M a year.

Another area of transformation has been our collections. We have moved from having primarily a print monograph collection to having double the number of eBooks as print books. We are in the process of

changing from physical media to streaming media. We moved our physical government publications, maps, and microform collections to storage to be retrieved upon request, focusing on digital alternatives as much as possible. We work collaboratively with other libraries to preserve print monographs and journals through membership in Scholar's Trust, EAST, and HathiTrust. Our digitization lab, funded by an IMLS grant which created the Open Parks Network, has digitized all our theses and dissertations, and expanded digitization of special collections and archival materials. Speaking of Special Collections and Archives, we have been investing heavily in the department to acquire additional holdings in Clemson areas of distinction – agriculture, architecture, athletics, military history and textile history. We are also actively capturing the stories of early female and Black graduates, to ensure their voices are preserved for future generations.

To achieve all of this has involved a lot of change management. The best example of change management in action was our reorganization in 2022. Reorganizations can be stressful as employees may be relocated to other departments or be given different supervisors. I wanted to ensure it was as painless as possible for them, emphasizing frequent communication and transparent explanations for decisions made. I put together a task force to review other R1 org charts and survey all employees about what was working and was not working in our organization. They came up with four potential org charts. This information was shared with all employees for feedback. The report was then discussed in a series of library leadership team meetings and, after about 6 variations and lots of negotiation, we settled on our new organizational structure. To explain to everyone how we got there, we developed a presentation and documentation which showed alignment with the task force report and findings, new definitions, and the org chart itself. We also provided a timeline for implementation. To introduce the new org chart, we had an all-employee meeting where the leadership team and I presented the new org structure, then broke into groups to hear people's reactions and concerns. The new structure, which moves from department heads who directly report to the dean to three associate deans, has been highly accepted and viewed as an improvement –thanks to our careful, employee-focused process.

At Clemson, I manage a $21M budget. We have focused our resources on achieving our strategic priorities, moving money to personnel to hire enough people to add new student and faculty services, and utilizing the money from a student fee to increase our collections budget. The Libraries have benefited from my campus communication about the evolving R1 library and my advocacy to the provost for additional resources. This advocacy has led to the addition of both our high-density storage facility and Cooper Library to the university's capital improvement list for rebuild or renovation, with the construction a new storage facility scheduled for 2027 and a renovation of Cooper scheduled for 2028. We have also added outside organizations to the Libraries, which have helped us connect more directly to university curricular priorities. These include the addition of the University Press from English, giving us a publishing arm. Since coming to the Libraries, they have added more titles, experimented with open access journals and monographs, and become a member of the Association of University Presses. We also added the Department of Historic Properties and the Office of the University Historian. This proved to be a great complement to our archival materials related to the history of the university. Many of the homes were in disrepair and we have made progress in updating them for visitors to enjoy.

Our budget is augmented by fundraising. In my seven years at Clemson, we have raised over $10M. This took some time, as we only raised $60,000 in my first year and did not have a dedicated development officer. Our fundraising has allowed us to hire more student assistants, two new archivists in the areas

of neurodiversity and military history, and paid for facilities upgrades to Cooper, making it more inviting and providing more space for students to research and study.

Along with managing a budget and fundraising, the most important resource an organization has is its employees. As a servant leader, I endeavor to serve those on my team, providing them with the tools, resources, and culture needed to succeed. I believe in transparent decision-making and frequent communication. At Clemson Libraries, most of our organizational decisions are achieved through library-wide input, committee work, and shared governance, with consensus as the goal. I am also interested in developing my team members through the creation of a learning organization, providing them with guidance, professional development opportunities, and ways to grow. Librarians at Clemson have faculty status, as did those at my previous two institutions. I have become an expert in mentoring new librarians and encouraging existing librarians to move through the ranks. I see myself as an approachable leader, and tend to practice leadership by walking around, wanting to better understand all aspects of the library, to listen to the needs of my team members, empathize and build individual relationships with them. This has yielded several new prospects for individuals aspiring to leadership. Lastly, I want to cultivate a culture of excellence, innovation, and collaboration among those I lead.

Another key component to our success has been partnerships with campus stakeholders and other libraries. Partnerships with the English department, career services and Healthy Campus were key to the development of the learning commons. Our successful $2M open education resources grant from the US Department of Education to create robotics textbooks is a partnership with Clemson's College of Engineering, Computing and Applied Sciences, as well as a state community college and HBCU. We are also heavily involved in AI education at Clemson, partnering with the Office of Teaching Effectiveness and Career Services to develop a campus curriculum in generative AI for students, thanks to an AAC&U institute invitation.

Clemson is a leader in developing partnerships with other libraries. In the last two years I have served as chair of the Association of Southeast Research Libraries (ASERL), and of PASCAL, the Partnership for South Carolina Academic Libraries. At Clemson, I'm also responsible for the creation of the OPAL (Oconee, Pickens and Anderson Libraries) consortia, which includes both academic and public libraries in the region. We share resources, develop collaborative programming, such as author events for the community, and provide professional development opportunities for our teams.

The opportunity to lead the University of Florida Libraries would be a distinct honor. As the Dean of University Libraries, I would be a passionate champion, ensuring every student and faculty member has the collections and support they need to complete their research and realize their ambitions. I'd ensure every employee in the organization is successful, and that their accomplishments are appreciated. I look forward to speaking with you about this position in greater depth.

Sincerely,

Christopher Cox

CHRISTOPHER N. COX

EDUCATION

- **Master of Library Science**, SUNY at Albany, Albany NY, December 20, 1997.
- **Master of Arts in English**, University of Connecticut, Storrs CT, May 22, 1994.
- **Bachelor of Arts. Major: English.** Summa cum laude. Susquehanna University, Selinsgrove PA, December 17, 1991.

EXPERIENCE

Dean of Libraries   August 2018 - Present
University Libraries, Clemson University   *Clemson, SC*

Duties:

- Develop, implement, and advance the Libraries' strategic plan, in alignment with Clemson Forward
- Provide visionary and effective leadership to 125 employees: 44 faculty, 81 staff and 60 student assistants
- Lead the continuing transformation of the Clemson Libraries facilities, which consist of R. M. Cooper Library; six branches, including the Education Media Center and Digital Learning Lab, Gunnin Architecture Library, CU-ICAR (Automotive Research) Library, Clemson Design Center Library in Charleston; OLLI Community Branch; Special Collections and Archives; the Library Depot high density storage facility; and three historic properties (Fort Hill, Hopewell Plantation, and Hanover House)
- Effectively plan and manage the financial resources of the Libraries, consisting of an annual budget of $21 million

Accomplishments:

- Organized a Research 1 library benchmarking process, leading to a new strategic plan
- Added 49 positions and increased the Libraries' budget by $6M
- Led reorganization completed in July 2022. Created three new divisions with associate deans over each.
- Advocated for the Depot high density storage facility and Cooper Library to be added to the university capital projects approvals list. Renovations planned for 2027 and 2028.
- Added the Department of Historic Properties and University Historian to the Libraries organization
- Integrated the University Press into the Libraries' organization; Press later selected for membership into the Association of University Presses (AUP)
- Added new branches at the Clemson University International Center for Automotive Research in Greenville, SC, and Osher Lifelong Learning Institute in Clemson, serving the community
- Opened the Data Visualization Lab, dedicated to supporting faculty and students in the creation, curation, and dissemination of research data, including visualization
- Raised $10 million in my 7 years at Clemson. Development officer and new engagement position added. Friends of Libraries re-envisioned.
- Led efforts to solicit a $250,000 gift from Adobe, Inc. to refresh and expand the services

of the Adobe Digital Studio

- Supported a successful grant application for $2M in 2021-22 from the Department of Education Open Textbook Pilot Program to create robotics textbooks for engineers throughout the state of SC. One of only 9 grants awarded.
- Spearheaded the creation of the Oconee Pickens Anderson Libraries (OPAL), consisting of local academic and libraries in Upstate SC, focused on sharing resources, improving services for our communities and professional development for our employees

Dean of Library Services   **August 2012- July 2018**
Rod Library, University of Northern Iowa   *Cedar Falls, IA*

Duties:

- Provided vision and leadership in all aspects of library administration, including oversight of the Rod Library, the UNI Museum, and a branch Instructional Resources and Technology Services (IRTS) library in the College of Education
- Oversaw hiring, promotion and evaluation of 54 employees: 19 faculty librarians,11 professional/scientific staff, 24 merit library staff, and 78 student assistants
- Oversaw an operational budget of $5.6 million and a $1.9 million budget for library materials

Accomplishments:

- Integrated UNI Museum into Libraries organization (https://museum.library.uni.edu/)
  - Includes UNI Museum and Culture Lab, Marshall Center School, Center for the History of Rural Iowa Education and Culture
  - Collection includes 56,906 items and 705 linear feet of rural school records
  - Responsible for physical move of the museum to Rod Library and re-envisioning as a "teaching museum" focused on curricular integration, experiential learning, and engagement
- Developed a new Learning Commons, complete with collaborative workstations, moveable furniture, new technologies, new entrance, café, ScholarSpace for campus programming and Makerspace
  - Gate count increased by 155,000 visitors FY2015 - 2018
- Raised over $3.2 million in cash and planned gifts FY2015 - 2018
- Successfully migrated from III to Ex Libris Alma/Primo
- Led the formation of the Iowa Academic Library Alliance, bringing together academic library directors from across Iowa to collaborate. Projects include the development of a statewide courier service and negotiation of a statewide database package with the State Library of Iowa
- Awarded the 2015 Association of College and Research Libraries College Libraries Section Innovation in College Librarianship Award for the Rod Library Comic Con
- Honored with the 2016 Gale Cengage Learning Financial Development Award for the Rod Library Crowdfunding Campaign

Dean of Libraries   **June 2008 – August 2012**
Western Libraries, Western Washington University   *Bellingham, WA*

Duties:

- Provided leadership, planning, and oversight for Western's Libraries, including the main Mabel Zoe Wilson Library and a branch music library, containing over 1.4 million volumes, the University Archives and Center for Pacific Northwest Studies, the University's Writing Center, faculty writing instruction and Teaching and Learning

Academy
- Managed 58 people: 15 faculty, 37 paraprofessional and support staff and 6 professional staff
- Oversaw a budget of $6.5 million

Accomplishments:

- Oversaw the completion of the libraries' first strategic plan in 10 years
- Integrated the Center for Pacific Northwest Studies and the Huxley Map Library into the organization
- Established the Western Libraries Learning Commons, integrating the Student Technology Center, Writing Center, Tutoring Center, Teaching and Learning Academy, and Faculty Writing Instruction, and a café into the library
- Increased the gate count from 800,000 to over 1 million visitors per year
- Oversaw the design and construction of a new Special Collections space
- Established the Whatcom Libraries Collaborate, which includes Bellingham Public Library, Whatcom Community College, Bellingham Technical College, Western Washington University and Northwest Indian College. Accomplishments included allowing borrowers from any library to check items out for free and return items to any library, as well public library satellite checkout stations at each academic library.

Assistant Director of Libraries   **August 2004 – May 2008**
Interim Director of Libraries   **October 2006 – July 2007**
William D. McIntyre Library, University of Wisconsin–Eau Claire   Eau Claire, WI

Duties:

- Served as back-up to Director of Libraries
- Supervised Circulation, Reference, Interlibrary Loan and Periodicals Departments (5 FTE faculty, 5.5 FTE classified staff) (8/2007-5/2008)
- Oversaw student employment program, including student assistant budgets
- Assisted Director in preparation and management of library budgets
- Oversaw continued development and assessment of the Library Strategic Plan

Accomplishments:

- Responsible for various construction projects including a building-wide sprinkler system replacement and the moves of Special Collections and Records Management
- Improved access to student and faculty scholarship through the establishment of the UW-Eau Claire's Authors Celebration in collaboration with the Office of Research
- Wrote the charge and goals of McIntyre Library's marketing/communications committee; served as its first chair
- Raised over $130,000 in transfers, gifts, grants in 9 months as Interim Director; developed the library's "needs card" in consultation with the University Foundation and solicited donations via the library's web site and newsletter
- Collaborated with the College of Nursing and University Centers to improve access to their collections by adding them to our catalog and allowing them to utilize our ILS software for circulation and inventory
- Created the McIntyre Library Advisory Group, offering faculty, classified staff, and students a voice in library operations and decision-making

Instruction Coordinator   **July 2003 – July 2004**
Reference/Instruction Librarian   **August 1998 – June 2003**
George C. Gordon Library, Worcester Polytechnic Institute   Worcester, MA

Duties:

- Built a library instruction program that in 2003-4 conducted 222 sessions reaching 3017 students, faculty, and staff.
- Led instruction sessions in Internet web page and graphics creation using HTML, Adobe Photoshop, Cascading Style Sheets, JavaScript and XML.

Accomplishments:

- Addressed the University's Trustees, Provost, First Year Task Force and Committee on Academic Policy on information literacy's place in WPI's curriculum.
- Led initiative to implement WPI's chat reference service, "Instant Answers@WPI".
- Created and coordinated Tricks and Treats Vendor Fair to introduce WPI community to the library's collections and services.
- Supervised construction of Anderson Instruction Labs and oversaw scheduling and maintenance.

Reference/Automated Services Librarian   **September 1997 – June 1998**
Moffat Public Library of Washingtonville   *Washingtonville, NY*

Duties:

- Responsible for reference services, training, and information technology

Accomplishments:

- Expanded the number of public computers in the library; purchased computers and maintained existing hardware.
- Implemented the inclusion of electronic reference tools and Internet access into the user environment.
- Taught "Introduction to the Internet" and "Searching the Internet" courses, as well as provided one-on-one instruction to patrons in the use of the library's resources.
- Designed, created and maintained the library home page.

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Cox, C. (2007). (Ed.) Federated Searching: Solution or Setback? Binghamton, NY: Haworth Press. Also published as Internet Reference Services Quarterly 12 (1-4).

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Cox, C., J. Blume, L. Lambert., V. McBeth. (2011, October 27). "Whatcom Libraries

Collaborate: A Six-Library Success Story." Lightning Talk at *ACRL Washington and Oregon Fall Conference, Pack Forest, Washington.*

Cox, C. (2006, June). "Federated Search: How Do We Teach It?" Preconference presented at the annual meeting of the *American Library Association, New Orleans, Louisiana.*

Cox, C. (2006, May). "What's New in Virtual Reference, Instant Messaging, Blogs, and Podcasts." Panel presentation at *Reference Symposium sponsored by MINITEX Library Information Network, St. Paul, Minnesota.*

Cox, C. and S. Elfstrand. (2006, March). "Out of the Box and Into Their Faces: MetaLib Implementation at UW- Eau Claire." Panel Presentation at *1st Annual Ex Libris Regional Meeting sponsored by MINITEX Library Information Network, St. Paul, Minnesota.*

Cox, C. (2005, October). "Federated Search: How Will it Change the Way We Teach?" Paper presented at *Brick and Click Libraries Symposium, Northwest Missouri State University, Maryville, Missouri.*

Cox, C. (2004, May). "Using Blackboard to Extend One-Shot Library Instruction." Paper presented at *LOEX, Ypsilanti, Michigan.*

Cox, C. (2003, May). "Problem-Based Learning." Panel Presentation at *Are They Learning What We're Teaching? New Ways to Reach Your Patrons*, a NELINET Seminar.

Cox, C. and E. Cash. (2003, May). "Web-Based Tutorials: Teaching Information Literacy Online." Panel Presentation at annual meeting of the *Massachusetts Library Association, Springfield, Massachusetts.*

PRESENTATIONS – OTHER

Cox, C. and W. Hiott. (2021, November 19). "Overview of Clemson Board of Trustees History Task Force and Clemson Historic Properties." *South Carolina – Universities Studying Slavery Conference. Francis Marion University, Florence, South Carolina.*

McNally, T. and C. Cox. (2020, June 22). "Director's Forum on Reopening Libraries." *Partnership Among SC Academic Libraries (PASCAL) Professional Development Series. (Online).*

EDITORIAL BOARDS, EDITING WORK, BOOK REVIEWS

- *College & Research Libraries (C&RL)*
  - Editorial Board, 2017-
  - Reviewer, 2016- (Review 2-3 submissions a year)
  - Book Review Editor Search Committee, 2019
- *College and Undergraduate Libraries*
  - Editorial Board, 2003– (Review 2-3 submissions a year)
  - Column Editor, "Teaching Tips," 2003-2008.
- *Journal of Advancement, Communication, and Development in Academic Libraries*
  - Editorial Board, 2025-
  - Reviewer, 2025-
- *Serials Librarian*
  - Reviewer, 2025-
- *Health Information and Libraries Journal*
  - Reviewer, 2023-

- *New Librarianship Symposia Series
  (https://scholarcommons.sc.edu/newlibrarianshipsymposia/)*
  - Editorial Board, 2021
  - Manuscript Review, Symposium 4: A New Normal Agenda in a COVID-Affected World (November 18, 2021)
- *CHOICE*
  - Book Reviewer, 2004-2018
- *Journal of Library Administration*
  - Editorial Board, 2013-2017
- *Internet Reference Services Quarterly*
  - Editor, 2005-2008.

CONSULTANCY

External Program Review, Western Carolina University Libraries, February 4-5, 2021 (virtual). Served as member of 4-person team.

DISCUSSIONS

R. Andrews, C. Cox, A. Weimer. (2022, September 27, October 25, November 15). "Discussions of *The Sum of Us*, Heather McGhee." *PASCAL EDI Shared Read. (Online).*

C. Cox, M. Jackson, W. Johnson.   (2020, June 17). "Race: The Power of an Illusion. Online Community Dialogue about Race." *Clemson University Office of Inclusion and Equity. (Online).*

SERVICE – NATIONAL ORGANIZATIONS

- ACRL Conference Scholarships Committee
  - Member, 2024-2026
- ACRL External Liaisons Committee
  - Member, 2024-2026
- ACRL 2025 President's Program Planning Committee
  - Co-Chair, 2024-2025
- ACRL Academic/Research Librarian of the Year Award
  - Vice Chair, 2024-2025
- HELIOS
  - Member, 2024-
- EDUCAUSE
  - EDUCAUSE Review Advisory Committee, 2023 -
- HathiTrust
  - Program Steering Committee. Member, 2021-2023
    - PSC Liaison to Government Documents Advisory Committee, 2023
  - User Engagement Task Force. Chair, 2020-2022
  - Nominating Committee. Member, 2019.
- LYRASIS
  - Leaders Circle, 2020 -
- ALADN 2023 Preconference Planning Committee
  - Co-Chair, 2022-2023
- SPARC
  - Elected. Steering Committee, Member, 2020-2023
  - Nominating Committee, 2020, 2023 (Chair)
- CALM (Conference on Academic Library Management)

- o Proposal reviewer, 2021
- College & Research Libraries
  - o Book Review Editor Search and Screen Committee, College & Research Libraries, 2019
- ALADN 2020 Preconference Planning Committee
  - o Chair, 2019-2020
- ACRL Immersion Program Committee
  - o Member, 2016-2019
  - o Member, Immersion Faculty Search Committee, 2016-2017
- ACRL 2019 Coordinating Committee
  - o Member, 2017-2019
  - o Co-Chair, Conference Workshop Programs - 2019
- ACRL/LLAMA Interdivisional Committee on Building Resources
  - o ACRL Rep, 2017-2018
- ACRL Liaisons Training and Development Committee
  - o Chair, 2017 – 2018
  - o Vice Chair, Chair-Elect, 2016-2017
  - o Member, ACRL Liaisons Coordinating Committee, 2016-2018
- ULS Executive Board, 2015-2017
- ACRL/ULS Campus Administration and Leadership Discussion Group, ULS, ACRL
  - o Co-chair, 2015-2017
  - o Chair, 2008-2009
- ACRL Leadership Recruitment and Nomination Committee
  - o Member, 2015-2017
- ACRL Leadership Council
  - o Member, 2016-2018
- ALADN 2016 Conference Planning Committee, Boston, MA
  - o All Chairs, 2016
  - o Co-Chair, Marketplace Committee, 2016
- LLAMA Nominating Committee
  - o Member 2014-2015
- ALADN 2014 Conference Planning Committee, Kansas City, MO
  - o Pre-Conference Planning Committee, 2014
- ACRL Publications Coordinating Committee
  - o Member 2012-2014
- ACRL Advocacy Committee
  - o Member, 2010-2012.
- Future of University Libraries Committee, University Libraries Section
  - o Virtual Member, 2010-2012
- Research and Scholarship Committee, Instruction Section
  - o Virtual Member, 2009-2011
  - o Chair, 2008-2009
  - o Member, 2007 - 2008
- Conference Program Planning—Anaheim, 2008, University Libraries Section
  - o Member, 2007-2008
- Information Literacy Instruction Handbook Publication Task Force, Instruction Section
  - o Co-chair, 2005–2008
- Interdivisional Committee on Information Literacy, American Association of School Librarians
  - o Member, 2005–2007
- Communications Committee, University Libraries Section
  - o Member 2005–2007
- ALA Program Planning Committee 2006, Instruction Section
  - o Member, 2005

SERVICE – STATEWIDE ORGANIZATIONS

- Scholars Trust Oversight Committee, 2025-
- PASCAL (Partnership Among South Carolina Academic Libraries), 2018–
  - Board of Directors (elected), 2019-2024
    - President (elected), 2023-2024
    - Secretary (elected), 2020-2021
    - Program Steering Committee, 2021-2023
      - Liaison to E-Book Collection Committee
    - Finance Committee, 2019-2020
- ASERL (Association of Southeastern Research Libraries), 2018–
  - Board of Directors (elected), 2021-2023
    - Past President, 2023
    - President, 2022
    - President-Elect, 2021
  - Diversity, Equity, and Inclusion Deans' Committee
    - Co-Chair, 2018–2023
    - Chair, 2017
    - Chair-Elect, 2016
- Two Rivers Alma Collaborative
  - Member, 2015-2018
- Iowa Academic Library Alliance
  - Member, 2014-2018
  - Member, Coordinating Committee, 2015-2018
- Central Iowa Collaborative Collections Initiative, Steering Committee
  - Member, 2014-
  - Meeting Facilitator, 2015-2016
- Cedar Valley Library Consortium
  - Member, Governing Board, 2013-2018
- Committee on Library Cooperation (Iowa Board of Regents, Provost's Committee)
  - Member, 2012-2018
  - Chair, 2013-2015
- Orbis-Cascade Alliance
  - Board of Directors Member-at-Large (elected), 2011-2012
  - Chair, Digital Services Team, 2010-2013
  - Member, Orbis-Cascade Alliance, 2009-2012
- eLibrary subcommittee of the Technology Transformation Task Force, in response to Washington House Bill 1946
  - Member, 2010-2011.
- Wisconsin Association of College & Research Libraries
  - Elected - Vice Chair/Chair-Elect, 2007
- Council of University of Wisconsin Libraries (CUWL)
  - Member, 2006-2007
  - Member, Strategic Planning Task Force, 2007
- Nominations Committee, Wisconsin Association of Academic Librarians
  - Member, 2004-2005
- New England Chapter of the Association of College & Research Libraries
  - Elected Vice-President/President-Elect, 2004
- 2004 Spring Conference Planning Committee, New England Chapter of the Association of College & Research Libraries
  - Member, 2003-2004
- NELIG (New England Library Instruction Group), New England Chapter of the Association of College & Research Libraries

- o Chair, 2003
- Reference Committee, Worcester Academic and Research Collaborative
  - o Chair-Elect, 2003
- NELIG
  - o Listserv Moderator, 1999-2004

SERVICE – CLEMSON UNIVERSITY AND CLEMSON COMMUNITY

- AAC&U AI Advisory Group, 2024-
- Budget Transition Advisory Council, 2023-
- Provost's Open Access Task Force
  - o Co-Chair, 2023 - 2024
- Revenue-Based Budget Steering Committee, 2022-2023
- Faculty Advisor, TEDx Clemson, 2022
- University Historian Search and Screen Committee, Provost's Office
  - o Chair, 2021
- Upcountry History Museum, Greenville, SC
  - o President (elected), 2023- 2024
  - o Vice President (elected), 2021-2022
  - o Board of Directors member, 2019-2022
  - o Gala Planning Committee, 2022
- Thomas Green Clemson Award Selection Committee
  - o Chair, 2019-
- Clemson University Press Editorial Advisory Board, 2019-
- Emergency Operations Center
  - o Member, 2020-2023
- Emergency Management Council
  - o Member, 2019-2021
- Mobile Engagement Task Force
  - o Member, 2019–2021
- CU HackIt
  - o Judge, 2019, 2020, 2022
- Executive Director for Technology Enhanced Learning, Research & Innovation, Search and Screen Committee, Clemson Computing and Information Technology
  - o Member, 2019
- Connect for Inclusion
  - o Member, 2019-2020
- Academic Council
  - o Member, 2019–
- Big Tent Initiative
  - o Member, 2018–2021
- Clemson Libraries Advisory Committee, Faculty Senate
  - o Chair, 2018–
- Collegiate Deans
  - o Member 2018–
- Provost's Cabinet
  - o Member 2018–
- Libraries Leadership Team, Clemson Libraries
  - o Chair, 2018-
- 2019 Excellence in Stewardship Award Selection Committee, Clemson University
  - o Member, 2019

SERVICE – UNIVERSITY OF NORTHERN IOWA AND CEDAR FALLS

COMMUNITY

- Iowa Commission of Libraries, State of Iowa (Appointed by Governor), 2014–2018
- Silos and Smokestacks
  - Member, Board of Trustees, 2017-2018
  - Member, Golden Silos Awards Planning Committee, 2017-2018
  - Partnership Panel, Silos and Smokestacks, 2016 - 2018
- Department Head and Associate Dean Evaluation Committee
  - Member, 2017
- Member, Rotary of Cedar Falls (2013-2018)
  - Elected - Director, Rotary Board, 2017-2018
  - Song Leading, 2017-2018
  - Newsletter Committee, 2016-2018
  - Programing Committee, 2015-2018
- Maucker Union Feasibility Study Executive Committee
  - Member, 2017-2018
  - Member, Maucker Union Feasibility Study Steering Committee, 2017-2018
- Steering Committee, Cedar Falls Authors Festival
  - Member, 2016-2017
- University Strategic Planning Implementation Team
  - Member, 2016-2018
- UNI Now Steering Committee
  - Member, 2016
- Education Technology Steering Committee
  - Member, 2016
- University Strategic Planning Working Group
  - Co-Chair, 2016
- UNI Shared Services Task Force
  - Member, 2015-2018
- University Centers Review Committee
  - Dean's Representative, 2015-2017
- Commencement Reader, 2016-2017
- Library Dean's Advisory Group
  - Chair, 2015 - 2018
- Search and Screen Committee, Provost and Executive Vice President for Academic Affairs
  - Member, 2014
- Iowa Coordinating Council for Post-High School Education (ICCPHSE)
  - University Representative, 2014-2018
- Search and Screen Committee, Dean of the College of Social and Behavioral Sciences
  - Co-Chair, 2013
- Student Leadership Award Selection Committee
  - Member, 2013
- University Cabinet
  - Member, 2012-2018
- Academic Affairs Council
  - Member, 2012-2018
- Dean's Council
  - Member, 2012-2018
- Library Administrators' Council
  - Chair, 2012-2015

SERVICE – WESTERN WASHINGTON UNIVERSITY AND BELLINGHAM

COMMUNITY

- Whatcom Literacy Council
  - Secretary, Board of Directors, 2012
- Whatcom Libraries Collaborate
  - Founding Member, 2009-2012
- Whatcom Reads
  - Member, Planning Board, 2008 -2012
- Karen W. Morse Leadership Institute
  - Member, Advisory Board, 2010 -2012
- Strategic Planning Steering Committee, Bellingham Public Library
  - Member, 2012
- Strategic Planning Steering Committee, Whatcom County Library System
  - Member, 2012
- Director of Facilities Management Search and Screen Committee
  - Member, 2010–2011
- Director of Institutional Research Search and Screen Committee
  - Member, 2009-2010
- Dean's Council
  - Member, 2008-2012
- Provost's Council
  - Member, 2008-2012
- University Advisory Committee
  - Member, 2008-2012
- Senate Library Committee
  - Member, Ex Officio, 2008-2012
- Libraries' Department Heads
  - Chair, 2008-2012
- Libraries' Faculty
  - Chair, 2008-2012

SERVICE – UW-EAU CLAIRE AND EAU CLAIRE COMMUNITY

- McIntyre Library Strategic Planning Committee
  - Chair, 2004-2008
- Head, Library Systems Search and Screen Committee
  - Chair, 2007
- McIntyre Library Marketing Committee
  - Member, 2005-2006
  - Chair, 2004–2005
- McIntyre Library Reference and Information Literacy Committee
  - Chair, 2007-2008
  - Member, 2004- 2008
- McIntyre Library Faculty and Unit Heads
  - Member 2004-2008
  - Chair, 2006-2007
- McIntyre Library Departmental Evaluation Committee
  - Member, 2007-2008
  - Chair, Post-Tenure Review Subcommittee, 2007
- McIntyre Library Stacks Management Task Force
  - Member 2005 -2006
- UW-Eau Claire Strategic Planning Process Work Group V: Effectively Managing our Mission
  - Member, 2007

- UW-Eau Claire Higher Learning Commission Web Site Committee
  - Member, 2007-2008
- UW-Eau Claire Computing and Network Guidelines Task Force
  - Member, 2007
- UW-Eau Claire Deans and Directors Group
  - Member, 2006-2007
- UW–Eau Claire Student Wage Rates and Practices Committee
  - Member, 2005-2008
- UW-Eau Claire University Senate Academic Policies Committee
  - Member, 2005- 2008
- University EDUCAUSE representative, UW-Eau Claire, 2006–2008
- University Copyright Officer, UW-Eau Claire, 2006-2007
- Friends of the Library, L. E. Phillips Memorial Library
  - Volunteer, 2005-2008
- Eau Claire Big READ Project
  - Co-Chair, 2008
  - Volunteer, 2007

SERVICE – WORCESTER POLYTECHNIC INSTITUTE

- Information Technology Division Cabinet
  - Member, 2004
- University Web Conference Software Evaluation Committee
  - Library representative, 2004
- Gordon Library Marketing Committee
  - Member, 2004
- Information Technology Division Instruction Committee
  - Member, 2002-2004
- Gordon Library Strategic Planning Committee
  - Member, 2003-2004
- University Blackboard Implementation Team
  - Library Representative, 2002-2004

PROFESSIONAL MEMBERSHIPS

- American Library Association (ALA) (2004 -)
- Association of College & Research Libraries (ACRL) (2004 -)
- South Carolina Library Associations (2019 -)
- Iowa ACRL (2015-2018)
- Iowa Library Association (2015-2017)
- Phi Kappa Theta Honor Society
- Wisconsin Library Association (2006-2008)
- Wisconsin Association of Academic Librarians (2006-2008)
- New England Library Instruction Group, New England Chapter of ACRL (1999-2004)
- Worcester Area Cooperating Libraries (1999-2003)
- Worcester Academic and Research Collaborative, CMRLS (2003-2004)
- LOEX Clearinghouse for Library Instruction (2003-2004)

GRANTS

- P. I., R. J. McElroy Trust Grant for Rod Library Learning Commons Makerspace, $75,000 (2014) – Cedar Falls, Iowa. Successful.
- P. I., R. J. Carver Charitable Trust Grant for Rod Library Learning Commons Public

Programming Space and enhancements to Digital Media Hub, $212,000 (2014) – Cedar Falls, Iowa. Successful.
- Co-P. I., NEA/Arts Midwest Big Read Grant, $15,000 (2009) – Bellingham, WA. Successful.
- Co-P. I., NEA/Arts Midwest Big Read Grant, $15,000 (2007) – Eau Claire, WI. Successful.

AWARDS/HONORS

- 2024 Awards of Excellence for the Advancement of Women (Administrator). Clemson University Commission on Women, Clemson University
- Panther First Award for Service Excellence, Tech Desk Implementation, UNI (November 2016)
- 2016 Gale Cengage Learning Financial Development Award, Rod Library Microsoft Surface Hub Crowdfunding Campaign
- 2015 ACRL College Libraries Section 2015 ProQuest Innovation in College Librarianship Award, Rod Library Comic Con

SELECTED CONTINUING EDUCATION

- *Development for Deans and Academic Leaders, CASE* (Nov. 2015, February 2024)
- *"Groundwater." Racial Equity Institute.* (September 24-25, 2019)
- *"2017 Leading Change Institute." CLIR and EDUCAUSE. Washington DC* (June 11-16, 2017)
- *"Building Your Research Data Management Toolkit: Integrating RDM into Your Liaison Work", ACRL Data Management Workshop* (Nov. 2016)
- *National Coalition Building Institute Train-the-Trainer Certification.* NCBI (April 2016)
- *Development for Deans and Academic Leaders,* CASE (Nov. 2015)
- *Library Leadership in the Digital Age,* Harvard Graduate School of Education Professional Education Program (March 2013)
- *Scholarly Communication Road Show. ACRL* (April 2015)
- *Northwest Commission on Colleges and Universities (NWCCU) Accreditation Evaluator Training.* NWCCU (Dec. 2010)
- *ACRL/Harvard Leadership Institute for Academic Librarians*, Association of College & Research Libraries (Aug. 2006)
- *Current Copyright Issues Facing Academic Librarians*, Association of College & Research Libraries Online Education Seminar (Nov. 2004)
- *Institute for Information Literacy Immersion Program* (Track II), (Aug. 2001)
- *Library Management in the Knowledge Age*, OCLC (May 2001)
- *Institute for Information Literacy Immersion Program* (Track I), Association of College & Research Libraries (Aug. 1999)