NOTE: Grant proposals are confidential until funding decisions are made.

INSTRUCTIONS: The applicant(s) must submit two (2) copies of their application packet. The application packet consists of the Cover Sheet and the Proposal. Applicants send 1 (one) printed copy of their application packet, with signatures, to the Chair of the divisional research committee, who forwards the packet to the Chair of the university-wide Research and Professional Development Committee. Applicants send the second copy of their application packet as an email attachment to the Chair of the divisional research committee who forwards it on to the Chair of the university-wide Research and Professional Development Committee.

<table>
<thead>
<tr>
<th>Date of Application: 10 January 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Title of Proposal/Project:</td>
</tr>
<tr>
<td>Librarians at the University of California: The Impact of Change in Professional Assignments, Real or Imagined</td>
</tr>
<tr>
<td>Expected Length of Project: 9 months</td>
</tr>
<tr>
<td>Total Funds Requested from LAUC University-Wide Research Funds: $2981.10</td>
</tr>
</tbody>
</table>

Primary Applicant

- Your Name (include your signature on the paper copy):
- Julia Gelfand

- Academic Rank and Working Title:
- Librarian VII with Distinction; Applied Sciences & Engineering Librarian
- Bargaining Unit Member/Non-Member:

- Campus Surface Mail Address:
- Ayala Science Library 228
- Univ of Calif., Irvine
- Irvine, CA 92623-9556

- Telephone and Email Address:
- 949-824-4971 ; jgelfand@uci.edu
- URL for home campus directory (will be used for link on LAUC University-Wide Funded Research Grants web page):
- http://lib.uci.edu
Co-Applicant(s)
Name: Shu Liu

Academic Rank and Working Title: Associate Librarian IV; Metadata & Digital Resources Librarian

Bargaining Unit Member/Non-Member:
Campus Surface Mail Address:
Ayala Science Library 330, Univ of Calif, Irvine
Irvine, CA  92623-9556

Telephone and Email Address:  949-824-5854 ; shul6@uci.edu

Proposal Abstract (not to exceed 250 words):
Academic libraries have experienced significant reorganization in recent years, reflecting structure, services, scope, and resulting in significant changes among professional librarians. The implications of such reorganizations have impacted the work of librarians in numerous ways. The librarians at the 10 University of California (UC) campuses are no exception to the changes that are taking place. The majority of research conducted in recent years is more about the changing role of academic libraries, but not so much about how it affects individual librarians. This research project will study how librarians, have experienced and coped with change.
This study is not to reiterate either positive or negative experiences in the contemporary workplace. Instead it is to better understand how one’s professional training as a librarian is being applied and the current perceptions librarians have of service, the changes in their primary duties, responding to a constant learning curve and changing work environment, and the fundamentals of communication.
Anticipated research impacts may include new insights on:
- need for ongoing training
- role of emerging technologies
- alternative staffing models with increased reliance on outsourcing and the work of non-librarians, other specialists, paraprofessionals and students
- system-wide vs campus-based activities and services, such as Next-Generation execution and shared service points
- responding to a more user-centric organization that serves more digital natives
- ongoing budget concerns
- changes in higher education
- individual responses to coping with a highly stressful and constantly changing work environment

The maxims, “coping with change,” or “dealing with ambiguity” has never been as evident as in the UC today.
Does the proposal require any of the following:

Use of UC Library facilities or other site(s) requiring prior approval (Yes/No):

If yes, include signature and position of person authorized to permit use of facilities on paper copy of application:

Release time (Yes/No): Yes
If yes, include signature(s) of person(s) authorized to approve release time on paper copy of application:

Dana Peterman, Acting Head of Collection Development

Use of Human Subjects (Yes/No):
If yes, attach appropriate university form to paper application form. The process of obtaining IRB approval or a determination of exemption from subject protection regulations does not have to be completed prior to submitting your grant proposal. However, the grant cannot be awarded without evidence that the approval or exemption has been obtained.

List any previous grant proposals (divisional and university-wide) from this program that have been awarded to the primary applicant or co-applicants by title. Include date of completion and amount funded:

LAUC Travel grants awarded to Julia Gelfand in 2009, 2013 (half funding)

Budget Summary

Total amount requested from LAUC statewide research funds: $2981.10

Total amount requested from LAUC divisional research funds: 0

Other funding obtained or expected (amount and source): professional development funds to contribute to conference attendance in FY 14-15

Fiscal Year of Application (fiscal year that funding begins): 2014
New Project (Yes/No): Yes
Supplemental Funding (Yes/No): No

Salaries: 0

Total Salaries: 0

Supplies: Gift card incentives - $200

Total Supplies: $200
<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
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</thead>
<tbody>
<tr>
<td>Travel: 700 miles to visit southern campuses - $0.565 per mile</td>
<td>$395.50</td>
</tr>
<tr>
<td>Total Travel:</td>
<td>$395.50</td>
</tr>
<tr>
<td>Other Expenses: statistical consulting ($960) and transcription costs</td>
<td>$1425.60</td>
</tr>
<tr>
<td>- $1425.60</td>
<td>$2385.60</td>
</tr>
<tr>
<td>Total Other Expenses:</td>
<td>$0</td>
</tr>
<tr>
<td>Total State-Wide Research Funds Requested:</td>
<td>$2981.10</td>
</tr>
</tbody>
</table>

Revised 9/2006 bhg
Librarians at the University of California: The Impact of Change in Professional Assignments, Real or Imagined?

By Julia Gelfand, Applied Sciences & Engineering Librarian, UCI
& Shu Liu, Metadata & Digital Resources Librarian, UCI

Cover Sheet
Attached.

Need for Research
The demand for current information about trends and local campus practices in professional library positions has several merits that we define:

1. relying on increasingly evidence-based models, this research effort will substantiate more than anecdotal evidence about how librarians are accommodating change at their institutions;
2. addressing individual as well as collective concerns of librarians that reflect reorganization, service to meet greater demands of diversifying user communities and resources, current economic concerns and trends, and competing professional issues;
3. identifying new preparation and skillsets required to respond to changes in marketplace and among users in information access, services, discovery and archiving.

Academic libraries have experienced significant reorganization in recent years, reflecting new demands in structure, services, scope, and resources; and resulting in significant changes among professional librarians. The implications of such reorganizations have impacted the work of librarians in numerous ways. The librarians at the 10 University of California (UC) campuses are no exception to the changes that are taking place. The majority of research conducted in recent years is more about the changing role of academic libraries, but not so much about how it affects individual librarians. This research project will study how librarians, have experienced and coped with such change.

LAUC beginning several years ago initiated exploration of some of these issues by hosting regional and system-wide discussions that were captured by various documents and exchanges. In addition, the CDL and campuses engaged in several efforts to examine changing trends in staffing and servicing libraries in UC. Examples of such communication findings include the “Power of Three Group7 Lightning Team 2 Report” issued in April 2013, “Responding to the Changing collection Development Management Landscape in the UC Libraries: The Role of the Collections Librarian.” Additional study of the role of technical services, branch or subject librarians and their work environments is being conducted and we intend to incorporate our findings with these efforts.
This study, via quasi-anonymous response, is not to reiterate either positive or negative experiences in the contemporary workplace. Instead it is to better understand how one’s professional training as a librarian is being applied and the current perceptions librarians have of service, the changes in their primary duties, responding to a constant learning curve and changing work environment, and the fundamentals of communication.

Anticipated research impacts may include new insights on:

- need for ongoing training
- role of emerging technologies
- alternative staffing models with increased reliance on outsourcing and the work of non-librarians, other specialists, paraprofessionals and students
- system-wide vs. campus-based activities and services, such as Next-Generation execution and shared service points
- responding to a more user-centric organization that serves more digital natives
- ongoing budget concerns
- changes in higher education
- individual responses to coping with a highly stressful and constantly changing work environment

The maxims, “coping with change,” or “dealing with ambiguity” has never been as evident as in the UC today.

See Appendix A: Selected bibliography (to be maintained and updated)

Design and Methodology

A comprehensive online survey using Survey Monkey (https://www.surveymonkey.com/) will be administered to represented librarians (those in non-supervisory roles of other librarians who are currently participants in collective bargaining) who have been appointed to the UC librarian series as members of LAUC (Librarians Association of the University of California) in the traditional public and technical services divisions of those libraries for at least 5 years (2008+). This will be accomplished by contacting the Academic Personnel Officer or equivalent staff in each campus’ Library Personnel Office to obtain a list of all librarians who meet this criteria to participate in the survey. In lieu of no current system-wide LAUC listserv or messaging system (instead campus level currently suffices), we will rely upon the Academic Personnel Officer contacts. The Project PIs will design and conduct the survey. There will be an incentive in the form of ten modest gift cards to encourage participation in the survey. The survey results will be formatted by outsourcing to a professional statistician associated with the UCI Statistical Consulting Unit, prior to the PIs’ analyses and summarization.

Follow-up in-person interviews will be conducted by the project PIs with selected librarians at the southern campuses (Irvine, Los Angeles, San Diego, Santa Barbara & Riverside) to gain additional insights about how these professional positions have changed and what the personal experiences and perceptions have been. Due to costs and logistics this should be satisfactory to determine preliminary findings and conclusions for a reasonable cross section of librarians in the UC. The interviews will be recorded using a digital recorder and transcribed by hiring a professional transcription service, AudioFile Solutions located in Colorado Springs, CO (http://www.audiofilesolutions.com/transcription-services/index.html).
The objectives of the project include:

1) gathering information from UC librarians via structured online survey and followed up by selective in-person interviews;
2) analyzing survey results and transcripts, noting common responses and range of differences;
3) reporting of findings via a written final document that will be submitted to be presented at a national conference of academic librarians.

Expected outcomes include:

1) reporting of the preliminary findings at the ACRL National Meeting in Portland, OR in March 2015;
2) extending interviews with colleagues at northern campuses with funding from next year’s research funding cycle;
3) preparing & submitting publication of final document with supplemental data to a peer-reviewed journal with combined data sets from Part I, Southern campuses and Part II, Northern Campuses.

Follow-up interviews are necessary because individual librarian interviews will likely provide added and more in-depth and confidentially protected insights about some perceived sensitive topics that can be thus generalized by the post-interview process and analysis. It would be preferred if interviews at both northern and southern campuses could be conducted in one sequence in order to have a full university-wide scope of the issues however, funding does not allow for that plan at this time. Thus, we propose dividing our interviews into a southern and northern cohort process. The criteria for interview inclusion is planned to be two-fold: 1) volunteers from the survey, and 2) by determining need to cultivate a better understanding from responses provided in the survey – suggesting added insights and ideas were not fully expressed.

Since this project involves human subjects, an application to the UCI IRB has been submitted and appropriate forms are being completed. Since interviews will be conducted at multiple campuses we have been directed to contact the IRB counterparts on those campuses as part of this approval process. That is currently underway.

See Appendix B: Draft survey questions
See Appendix C: Draft interview questions

Budget
Itemized list:

- Raffle for user incentive for participating in online survey: 10 gift cards @ $20/each for $200
- Statistical analysis and summary: hiring a professional at UCI Statistical Consulting Unit - $80/hour (see http://statconsulting.uci.edu/fees) to generate statistical summary assuming that data is clean. Requesting 12 hours - total $960
- Transcription of interviews – propose using AudioFile Solutions in Colorado Springs, CO (http://www.audiofilesolutions.com/transcription-services/index.html) – cost is $1.98/min – propose 12 interviews of 1 hour each at $1.98/min = $1425.60 plus tax
- Trips to 4 southern campuses: 700 miles @$.565 per mile = $395.50 – using own vehicles

Total expenses: $2981.10 plus some taxes

Total absence from work: 2-3 days each PI

Supplemental Budget Sheet
N/A

Personnel
Each PI has extensive experience and work histories in traditional public services and technical divisions at both UC and other academic research libraries and has demonstrated an interest in and success with active research endeavors. They have also actively monitored, observed and engaged in organizational change activities.

CVs of each PI are attached.

Timetable for Completion
- July 2014: Design & revise online survey – consult with HR expert/colleague familiar with academic libraries.
- August 2014: Conduct survey.
- September 2014: Analyze and summarize survey results.
- October 2014: Select and contact interviewees; structure interview questions.
- November 2014: Conduct follow-up interviews at UC southern campuses; Analyze and incorporate data from interview responses.
- March 2015: Present first phase findings; submit Phase II request for funding to conduct interviews at northern campuses and complete research for UC conclusions.
- Ongoing: Monitor literature for additional research and activities in this and related subject areas

Appendices

Appendix A: Selected Bibliography


Moniz, Richard, Henry, Jo and Eshleman, Joe (2014). Fundamentals for the Academic Liaison. Chicago, IL: ALA.


Appendix B: Draft survey questions

1. At what campus are you a librarian? ____
2. How many years have you been a practicing librarian? _____
3. How many years have you been in the librarian series at a UC library? ____
4. What is your current job title? __________________________
5. What was your job title five years ago? ___________________
6. Please indicate what “division” you are currently in:
   a. Public/Reader Services
   b. Technical Services
   c. Collections
   d. Other – please provide any information that describes particular institutional structure: __________________________
7. Were you in the same division five years ago?
   a. Yes
   b. No - please explain: __________________________
8. How many times has your job title changed in the last 5 years?
9. How many times have you revised your “position profile” (or job description) in the last 5 years?
10. Would you consider these revisions:
    a. Serious, suggesting major changes
    b. Modest, indicative and reflective of timeliness and accuracy
    c. No real change
11. Select all relevant to you below - in the last five years, your job has required you to:
a. Report to different administrative unit(s)
b. Report to different supervisor(s); if so, how many ___
c. Perform different functions
d. Spend your time differently
e. Engage in activities requiring new learning
f. Job is basically the same

12. How many times in the past five years (2008+) has your library reorganized and qualify comments with the following descriptions and relevant Notations:
   a. Had new leadership in the UL position ____
   b. Created new library administrative divisions ____
   c. Collapsed library service units ____
   d. Created new library service units ____
   e. Reassigned library departments or units ____
   Please explain: _______________________________________________________

13. What would you attribute the changes at your library to (check all that apply):
   a. Budget cuts
   b. Trends in the profession
   c. Changing user needs
   d. Other – please explain: ____________________________

14. What were the major changes that took place? Please select all relevant scenarios that you have personally experienced:
   a. Service points were collapsed
   b. The way I spend my time was reallocated
   c. Reassignment was made by administration
   d. I voluntarily sought reassignment
   e. Other – please explain: ____________________________

15. Were you consulted about changes to your job description?
   a. Yes – please note how: ____________________________
   b. No

16. How involved were you in the changes your library experienced?
   a. Heavily
   b. Moderately
   c. Not at all

17. At the time of proposed changes, how would you describe your reactions?
   a. Embracing
   b. Resistant
   c. Neutral
   d. Did Not care
   e. Other: _______

18. Was there sufficient documentation or planning done library-wide to support the proposed changes?
   a. Yes - please note how & what (e.g., strategic plan, website, surveys, focus groups, town hall meetings, etc.): ____________________________
   b. No
   c. Other comments: ____________________________

19. If you no longer perform certain functions that you did 5 years ago, please explain how those functions are being performed Now (check all that apply):
   a. Outsourced
b. Performed by another librarian whose job title is _____________________

c. Performed by library assistant, paraprofessional, student worker, etc.

d. Performed by new technologies

e. Performed by shared services

f. No longer a viable activity performed by my library

g. Other – please explain: ________________________________

20. Has your position required new learning for you to perform new & current duties?
   a. Yes
   b. No (Skip to question 23)

21. If yes, how has this been handled – please explain, noting whether you had to initiate this training:

22. Was the training successful per your estimation?
   a. Yes
   b. No

   Please explain: ________________________________

23. Over the past five years, what new technologies have you been responsible for adopting or embracing? Please explain:

24. How do you characterize the impact of the changes you and your library experienced over the last five years:
   a. There were no changes
   b. Professionally
   c. Personally
   d. Both – intersections of professional/personal

25. How would you rate the changes your library has made:
   a. Very successful
   b. Somewhat successful
   c. Made No difference – status quo
   d. Failure
   e. Other comments: ________________________________

26. What role has the CDL played, if any, in the changes your library has experienced and specifically as it has impacted your position over the past 5 years? Please explain:

27. Is your current job more or less stressful than it was 5 years ago?
   a. More stressful
   b. Less stressful
   c. Stays the same
   Other comments: ________________________________

28. Do you get personal satisfaction from your job:
   a. Yes
   b. No

   Please explain: ________________________________

29. Are you happier now in your work than you were 5 years ago?
   a. Yes
   b. No

   Please explain: ________________________________

30. Please indicate your willingness to participate in a follow-up interview at your campus
   a. Yes, please contact me at __________________
   b. No, not interested at this time
Appendix C: Draft interview questions

1. Has there been more change in the past 5 years compared to your entire employment in UC? If so, how do you perceive this in your specific assignment and at your campus?

2. What were the major changes that took place? Discuss all relevant scenarios that you have personally experienced that reflect some of the following:
   a. Service points were collapsed
   b. The way I spend my time was reallocated
   c. Reassignment was made by administration
   d. I voluntarily sought reassignment
   e. Other

3. How has reorganization within your library changed your specific job situation and responsibilities? Please enlighten us with as many examples as you can provide.

4. Did you instigate any of the changes? If so, what were your motivations?

5. For those changes you proposed, do you think that the Library would have eventually concluded the need to follow those directions? Any insights about process would be helpful.

6. For those changes you did not instigate, have you become more comfortable with them over time? How? Again, any specific insights about process would be helpful.

7. Has your position required new learning for you to perform new & current duties? If so, how has this been handled – please explain, noting whether you had to initiate this training. Was it successful per your estimation? What could have been done better? What still is lacking?

8. What role has the CDL played, if any, in the changes your library has experienced and specifically as it has impacted your position over the past 5 years? What is your perception on the CDL’s role in the UC system?

9. Is your current job more or less stressful than it was 5 years ago? How?

10. If position is indeed more stressful, what organizational support is being offered to reduce or handle such situations?

11. Do you get personal satisfaction from your job? Why?

12. Are you happier now in your work than you were 5 years ago? Why?

13. In your opinion, what apparent impacts of organizational change are there to:

   a. You and your library colleagues:

   b. Campus faculty & researchers:

   c. Library users, including students and community:
JULIA M. GELFAND

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Ayala Science Library 228; PO Box 19556
University of California, Irvine Libraries
Irvine, California 92623-9556
(949) 824-4971
(949) 559-5424 (Fax)
jgelfand@uci.edu

HOME: 63 Seton Road
Irvine, CA 92612
(949) 786-4842

PROFESSIONAL EXPERIENCE

August 1981 - Present: University of California, Irvine Libraries
Rank: Librarian VII with Distinguished Status

September 1997 – Present: APPLIED SCIENCES & ENGINEERING LIBRARIAN. Responsible for full-service support in Collection Development, Instruction, Outreach, Information Services to the 3 Departments in the Bren School of Information & Computer Sciences (Informatics, Computer Science & Statistics); the 5 Departments in the Samueli School of Engineering (Biomedical Engineering, Civil & Environmental Engineering, Chemical Engineering & Materials Science, Electrical Engineering & Computer Science, Mechanical & Aerospace Engineering); and the Planning, Policy and Design Department in the School of Social Sciences, and the multi/interdisciplinary research units across the campus; Work closely with the California Digital Library on different initiatives, including serving as Resource Liaison for many different consortia driven acquisitions; performs special projects as assigned.


August 2002 – August 2011: SCHOLARLY COMMUNICATIONS LIBRARIAN. Worked with Library Administration to create & maintain program to support faculty and librarians about trends in Scholarly Communication; contributes to calendar of programs & SCAMP website for campus community; train library staff by providing ongoing curriculum; promote outreach activities about ePublishing issues and implications for eScholarship.


Sept 1991-Dec 1992: ASSISTANT TO THE AUL FOR COLLECTIONS. Reported to the AUL and coordinated processing and operations focusing on collection projects in areas of de-selections, weeding efforts, identifying materials for regional storage, data compilation, serving as liaison to public & technical services departments, responsible for relationships with domestic publisher-based monographic approval plan vendors and subject profiling; special assignments.

Sept 1988-Sept 1990: ACTING ENGINEERING LIBRARIAN & APPLIED SCIENCES LIBRARIAN

August 1986-2002: APPLIED SCIENCES LIBRARIAN & BIBLIOGRAPHER

Aug 1981-86: REFERENCE LIBRARIAN & BIBLIOGRAPHER - Supported the Program in ICS and all departments in the Program of Social Ecology, including Criminology, Law & Society; Psychology & Social Behavior; Environmental Analysis & Design (EAD)

**EDUCATION**


International Graduate Summer School, College of Librarianship Wales, Aberystwyth, Dyfed, Wales, U.K. Summer, 1976

A.B, Double Major in History and Sociology, Goucher College, Towson Maryland, 1975.

Foreign Languages: Read French & German

**HONORS & RECOGNITIONS**


Together with husband, David B. Lang, honored by the Orange County Chapter of the American Jewish Committee, with the 2007 Samuel Gendel Award for Community Service and extended service on the Board of Directors, November 4, 2007.

University of California, Irvine, Faculty Career Development Award, April 2007. To be used to travel to Durban, South Africa for IFLA 2007 Conference, Ninth International Grey Literature Conference in Antwerp, Belgium.

Recipient of ACRL/WESS Frankfurt Book Fair Award, October 2004.


University of California, Irvine, Faculty Career Development Award, February 1996. Used to attend two national conferences.

Fulbright U.K. Professional Librarian Research Award, 1992-93, in residence at Libraries of Science Museum & Imperial College of Science, Technology and Medicine, London, January - May, 1993. Studied economics of scientific information & publishing, cooperative collection development in the sciences and independently hosted UK-wide one-day conference on Scholarly Communications in the Sciences: Publishing Trends and the Role for Libraries, London, 26 April 1993. Lectured at University of Gothenburg and Chalmers University, Sweden; and the Adam Miekewicz University, Poznan, Poland as part of the Fulbright Lecture Series in April-May 1993; also visited
libraries in France; traveled widely in UK meeting with and lecturing to librarians at libraries and library schools at Liverpool, Nottingham, Cardiff, Edinburgh, Aberdeen, Glasgow, Leeds, London, etc.

Council on Library Resources Librarian/Faculty PETREL Grant, 1983.

Women’s Resource Center Grant, Univ. of Denver, 1980.

Thomas J. Watson Foundation Fellow, 1975-76 to study National Libraries in Europe.

**CITATIONS IN BIOGRAPHICAL DICTIONARIES**


**PUBLICATIONS & PRESENTATIONS, EDITORIAL & LEADERSHIP ROLES**

Director, ScienceCafe@UCI – a Sigma Xi sponsored program from June 2008+. Assistant Director, So-Cal Science Cafe, June 2007-June 2008


Elected Secretary of Section T: American Association for the Advancement of Science for term 2013-2017; and Member-at-Large of the Executive Board, Section T: American Association for the Advancement of Science (AAAS) for 4-year term, 2009-2013


Frequent Book Reviewer *Journal of the American Society for Information Science (JASIS), Choice, WAML Information Bulletin, Government Information Quarterly, Computing Reviews, RQ, C&RL, base line, Journal of Information Networking, ISTL*, among others; Column Editor for *Against the Grain*


Forthcoming, Mullin, LB and Gelfand, J, “Manage Your Online Profile, Maximize the Visibility of Your Work and Make an Impact!” Workshop to be presented at the American Association for the Advancement of Science, Chicago, IL: February, 14, 2014


Davis-Kahl, Stephanie, Palmer, Cathy, Duckett, Kim and Gelfand, Julia, “Information Literacy and Scholarly Communication: Mutually Exclusive or Naturally Symbiotic?” Panel presentation accepted for ACRL National Conference 2013, April 11, 2013, Indianapolis, IN.


Gelfand, et al, “Knowing What You Want to Close the Deal with a Positive Outcome: Promoting Healthy Library Publisher/Provider Relationships,” XXVII Charleston Conference, November 9, 2012, Charleston, SC.


Gelfand, Julia, “Scholarly Communications in the Sciences: Providing Leadership for the Next Generation of Scientists,” Faculty Poster Session at the 125th Anniversary Meeting of Sigma Xi, November 11-12, 2011, Raleigh, NC.

Gelfand, Julia, Palmer, Cathy, Miller, Sylvia and Claypool, Joel, “Scholarly Communications: Intersections that Reinforce New Library Collections” Lively Lunch program at XXXI Charleston Conference, November 4, 2011, Charleston, SC.


Gelfand, Julia, “Retaining Authors’ Rights: Long-Term Protection in Adopting New Habits for a Flexible Scholarly Future,” Presentation to be delivered at the Science Library Symposium, at the AAAS Pacific Division annual conference, June 13, 2011, San Diego, CA.


Gelfand, Julia and Brown, Mitchell, Co-Curators of the Spring 2010 Library Exhibit, “Green Evolution: Creating a Sustainable Future,” May 2010 - October 2010.  The exhibit treats the changing conditions of our environment while showcasing a range of sustainability research and practice that is taking place at UCI and beyond. Topics covered include global warming and climate change, energy and alternative resources, water quality and management, and the latest practices for going green.  An array of materials on display illustrates the evolution of environmental science and the scope of activity that has influenced progress in the field of energy alternatives. presentation | checklist (pdf) | brochure (pdf) | event photos


Invited Commentator at the ACRL Science & Technology Section Research Forum, ALA Annual Conference, Chicago, IL, July 12, 2009.  Delivered comments on three papers and two poster presentations.


Gelfand, Julia M., "Role of ACRL Section Liaison to IFLA: Case Study of Science & Technology Section 1999-2003" Presentation to the ACRL International Relations Committee, ALA Annual Conference, Toronto, June 22, 2003.


Gelfand, Julia M., “Cooperative Collection Development: Shared Resources and Bibliographic Utilities: Where We Came From and to Where Are We Going?” paper delivered at the Pre-IFLA Seminar on Scholarly Communication in the Sciences: Digital Delivery of Scientific Information to Libraries and Scientists, held in Manila, Philippines, August 19, 1999.

Chair, Program & Planning Committee. ALCTS Collection Management & Development Institute (CMDI) held at Cal Poly Pomona, March 25-27, 1999 with 32 speakers, 117 registrants. Responsible for program proposal, leading committee, staying on budget and seeing event through the program evaluation & assessment stages. Also, facilitated Discussion Groups on “Developing Subject Expertise as a Selector & Bibliographer.”


Lang, David and Gelfand, Julia, "Figuring Fuzzy Financials and Baffling Budgets," Created Workbook


Consultant to the Department of Science & Technology (DOST) Engineering & Science Education Project (ESEP) Library Network, in the Philippines, December 1-12, 1997.


Conference and Program Organizer of the Council of Planning Librarians Annual Conference, San Diego, April 4-7, 1997 in conjunction with the American Planning Association national meeting, while serving as Vice-President of CPL. Responsible for all details and 7 sessions with 23 speakers, on theme of "Fostering a Culture of Good Library Services, Resources & Applications." Raised $18,000.


Assistant Editor and New Books and Information Column Editor, Design News, publication 8x/year of the Environmental Research Design Association (EDRA), 1990-1993.

Gelfand, Julia M., Facilitator at the Society for Scholarly Publishing Annual Conference, on Library-Publisher-Vendor Relations, Crystal City, VA, June 18, 1993.


Gelfand, Julia M., “Cooperative and Collaborative Collection Development: Planning and Outcomes to Date in the University of California Experience,” paper presented at the City University of New York Conference on


Loepprich, Joyce and Gelfand, Julia “Thinking Globally, Acting Locally,” Paper presented at the Relevant Issues Section, Medical Library Association Meeting, Houston, TX, June 1, 1983. Distributed bibliography entitled,
“You’re Being Dumped On! What Can You Do? A Call for Action on Environmental Concerns.”


**MISCELLANEOUS**

Recent Summary:

Co-Chair with Karin Trainer of ACRL Colleagues Group for the 16th ACRL National Meeting, Portland, 2015.

Member of the UCI Team for the ARL/DFL eSciences Institute, July 2011 – February 2012

Served as Co-Chair ACRL Colleagues Group for fundraising support, 14th ACRL National Meeting, Seattle, 2009. Raised a record $324,500 from the publishing and trade community and academic libraries and Friends.

Elected Chair-Elect/Vice-Chair, Science and Technology Section of the Association of College and Research Libraries, American Library Association; 3 year term on the Executive Council 2004-2007; As Chair in 2005-06 was responsible for planning 2006 conference program and directing work of the Section. Responsible for revision of committee structure and fundraising efforts. Raised $16,500 for program development. See: [http://www.ala.org/ala/acrl/aboutacrl/acrlsections/sciencetech/sts.htm](http://www.ala.org/ala/acrl/aboutacrl/acrlsections/sciencetech/sts.htm)


Served as co-chair of the Jewish Book Fair, Orange County Jewish Federation, October - November 2003. Raised $36,000 in sponsorship and responsible for all adult book selection of fiction and nonfiction and music/CDs (720 titles); selection and arrangement of authors' lecture series and book signings. Member of subsequent committees.


Served as Treasurer for the campaign of Katina Strauch in her candidacy for President of the American Library Association, October 2001-May 2002. Raised and managed $14,000.


Conference Program Chair of the Science & Technology Section, 40th Anniversary Celebration, ALA Annual Conference, San Francisco, CA, June 2001. Responsible for raising $42,000 and leadership of 14 person committee.


Consultant to the University of San Francisco, Gleeson Library, for Collection Development & Collection Management Overview, January 10, 2000.

Instructor of Humanities 75, University of California, Irvine. Winter Quarter 1999. Two credit undergraduate course offered in the School of Humanities covering research methodology, basic library and information skills.
Adjunct Faculty at the Graduate School of Information Resources and Library Science, University of Arizona, Tucson, since 1998, primarily in Summer Sessions. Have taught courses on Global Resources & International Librarianship, Information Communication Technologies, Evaluation of Reference Services & Resources, Collection Development, and Scholarly Communication both as intensive seminars and as a distance education course via different course platforms.


Local Arrangements Committee, 20th Anniversary Meeting of the Society for Scholarly Publishing, San Diego, June 3-5, 1998


Attended LITA Preconference on GIS (Geographical Information Services), ALA Annual Meeting, Chicago, June 1995.


Attended workshop on “Copyright Law in the Age of Technology,” delivered by Laura Gasaway, March 31, 1995, Los Angeles.


Arranger and Host of the STM Program and Workshop on Publishing Trends and Information Distribution at the University of California, Irvine, November 15, 1991. 150 persons.

Planned, arranged and hosted annual fall meeting of the Western Association of Map Libraries, September 4-7, 1989, UCI. Prepared & edited proceedings for IB, Theme was “Suburban Sprawl: The Demise of Orange Groves and a New Paved Geography.” Raised $4,000 for conference expenses.

Instructor for AJ Seminars, Rockville, Maryland. Taught full-day seminars on Collection Development in various Southern California locations 1989-90.


Attended the two management training seminars offered by the Association of Research Libraries, Office of Management Services in 1982 and the advanced course in 1986; and variety of other regional and local workshops and training programs on a regular basis on topics of reference services and collection development.

**RECENT PROFESSIONAL DEVELOPMENT & COMMITTEE ASSIGNMENTS**

RUSA, Gale Cengage Learning Reference Award, Chair, 2013-2015
ACRL, STS Oberly Award Review Task Force, 2013-2014
IFLA Acquisitions & Collection Development Section, Standing Committee Member, 2011-2015; Chair of 2013 and 2012 Programs; 2007-2011 (1st term); reappointed for second term 2011-2015
ASEE, ELD Awards & Honors Committee, 2010-2013; 2007-2010
ALCTS CMS Planning and Policy Committee, 2011-2013
ACRL, STS Subject Specialists Committee, 2010-2012
RUSA Mudge Awards Committee, 2010-2014, Chair 2011-2013
RUSA Gale Awards Committee, 2008-2010, Chair 2009-2010
ACRL Colleagues Committee for ACRL 2013 National Conference; ACRL Colleagues Committee for ACRL 2011 National Conference; 2009 National Conference, co-chair, 2007-09
ASEE, ELD Awards & Honors Committee, 2010-2013; 2007-2010
ACRL, STS Liaisons Committee, Chair, 2007-08
RUSA Reference Services Award Committee, 2006-2008; chair 2007-08
ACRL, STS Nominations Committee, 2006-2008, Chair 2006-07
ALCTS, CMDS Nominations Committee, 2005-2007
RUSA Mudge Award Jury, 2004-2006
ACRL, Science and Technology Section, elected Vice-Chair/Chair-Elect 2004-2007 (Chair, Past-Chair)
RUSA Greenwood Press Award Committee, 2002-2004; Chair 2003-2004
LAUC-I Library Review Committee, elected for term 2003-2006, chair 2005-06
ACRL, Chair of the Presidential Candidates' Forum, 2004
ALCTS Publications Committee, 2003-2005
ACRL Committee on Legislation, 2002-2004
IFLA, Science and Technology, Chair of the Standing Committee, 2001-2003; re-elected for 2003-2005
IFLA, Division II - Special Libraries, Secretary, 2001-2003; re-elected for 2003-2005
IFLA, Science and Technology Section Standing Committee Member, 1999-2003
ASEE, Engineering Librarians Division, Liaison to IFLA SciTech Section, 2001-2005
ACRL President's Program Committee, 2001-2002
STS Chair of 2001 Conference Planning Committee, 1999-2001
SSP 2001 Program Committee for Annual Conference, San Francisco, 2000-2001
ACRL KG Saur Award Committee, 1996-2001
IRRT Continuing Education Committee, 1998-2000
STS Databases Discussion Group, Co-Chair 1998-2000
Council of Planning Librarians, President, 1997-1998, Presided over annual meeting in Boston, April 3-7, 1998; Program Chair of the CPL Annual Conference, San Diego, April 4-7, 1997; Past-Chair, 1998-until dissolution was completed. Chaired the Publishers’ Forum for 1996-1999
STS Organization & Planning Committee Co-Chair, 1998-2000
CARL South Collection Development Discussion Group, Co-Chair, 1997-98
Univ. of Calif/Stanford Map Librarians Group Chair, 1997-1998, 1988-89
STS Co-Chair of Heads of Science Discussion Group 1997-1998
STS Obery Committee, 1995-1997
STS Liaison to AAAS, 1993-1997

SSP San Francisco 1994 Program & Annual Conference Committee Co-Chair, 1993-94
IRRT, Membership Committee 1993-1995
ALCTS CMDS Committee on Collection Development Practice in a Changing Environment, 1991-93
ALA Round Table Coordinators, Chair, 1991-93
ALCTS Committee on Scholarly Communications, 1992-93
MAGERT Honors & Awards Committee & Nominations Committee Chair, 1991-92
MAGERT Chair, 1989-91 (2yr term due to previous chair being unable to fulfill commitments)
STS Task Force on Collection Development in the Sciences, Chair, May, 1990-92,
RASD Planning Committee, 1989-91;
WAML-Program and Local Arrangements Chair, Host of Fall Annual Meeting, 1989;
Membership Committee; STS Discussion Group Committee, co-chair, 1988-93
Librarians Association of the University of California, Irvine, (LAUC-I) Chair, 1987-88, 1988-89
MAGERT Membership and Publications Committees, 1985-89;
LIRT Research Committee, 1986-88;
ACRL Task Force on Fundraising, 1987-88;
CARL- SEAL Program Chair, 1984-86; Membership Chair, 1987-88
ACRL Fee-Based Discussion Group, Secretary & Program Chair, 1985-87;
ACRL Committee on Academic Status, 1982-87;
RASD Committee on Professional Development, 1981-85; Chair 1984-85;
MAGERT Exhibits Committee, 1984-86;
ACRL Task Force on Higher Education, 1984-86;

Also member of various professional associations and interest groups, including American Association for the Advancement of Science (AAAS), American Library Association (ALA and several of its divisions, including ACRL, ALCTS, RUSA, IRRT, & MAGERT), Society of Scholarly Publishing (SSP), American Society of Engineering Education (ASEE), Association of Computing Machinery (ACM), Southern California Division, International Association of International Technological University Libraries (IATUL), Environmental Design Research Association (EDRA), Society of Environmental Graphic Designers (SEGD), California Association of Research Libraries (CARL) and its affiliates, Western Association of Map Libraries (WAML), & National Cartographic Information Service (NCAIS)

SELECTED UNIVERSITY SERVICE


UC Medical Libraries, Point of Care Products Task Force, 2012

Service on numerous LAUC statewide committees, 1983-2012, including 2012-13 Professional Development Task Force

Librarians Association of the University of California, Irvine (LAUC-I) Library Review Committee, 2004-07, Chair 2006-07

Librarians Association of the University of California, Irvine, (LAUC-I) Chair, 1987-88, 1988-89

Member, numerous search committees for Librarians, 1983-2003; chaired several search committees.

STRENGTHS & PROFESSIONAL INTERESTS

• eScience, & Data Management, Metrics
• Scholarly Communication, Electronic Publishing & Digital Libraries
• Collection Development, Electronic Resources & Licensing Issues
• Multidisciplinary, Interdisciplinary and Transdisciplinary Studies
• Science Librarianship and Bibliography
• Grey Literature
• Library, Publisher, Vendor Relations
• GIS, Cartographic Materials, Spatial Information
• Community Service, Civic Engagement

February 2014
Shu Liu | CV

CURRICULUM VITAE

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EDUCATION

2002 – 2004: Master of Library and Information Science (M.L.I.S.), The University of British Columbia, Vancouver, BC, Canada

1997 – 2001: Bachelor of Arts (B.A., major: Information Management, minor: Economics), Beijing (Peking) University, Beijing, China

PROFESSIONAL EXPERIENCE

June 2012 - Current: Metadata and Digital Resources Librarian, University Libraries, University of California, Irvine, CA

- Establishes, documents, and maintains metadata policies.
- Responsible for identifying, evaluating, and integrating metadata from multiple sources.
- Responsible for projects, workflows, and training involving a variety of metadata standards/schema for use in the Libraries’ digital repository, online catalog, and other discovery systems.
- Serves on the Libraries’ Digital Services Operations Team (DSOT) guiding the selection and application of metadata standards/schema for the Libraries’ digital repository/collections and initiatives.
- Serves on the Cataloging Policy Committee (CPC).
- Serves as a liaison to Public Services and Collections Divisions regarding metadata and digital resources issues.
- Coordinates projects of various scale to provide access to system wide shared resources.
- Leads or participates in actively and collaboratively library committees, task forces, and project teams as appropriate.
- Maintains awareness of and engagement in trends and developments in library metadata and digital standards, with an emphasis on emerging media formats such as data sets, social media, streaming media, and e-pubs.
- Actively seeks opportunities to participate in professional organizations outside the library, provide university and public service, and/or engage in research and creative activities in order to meet the University of California criteria for advancement and promotion.

**2006 - May 2012: Digital Content Librarian (tenured and promoted to Associate Professor in July 2010), Colorado State University Libraries, Fort Collins, CO**

- Collaborated with faculty, staff, and other stakeholders within the Libraries, on campus, and in the region to build and develop the CSU Digital Repository and now “Digital Collections of Colorado” (see http://digitool.library.colostate.edu/R) hosting scholarly and historical content of all formats including data.
- Designated as the CSU Representative on the Shared DigiTool Repository Service Initiative to bring in five other libraries from the University of Colorado system into the CSU Digital Repository since 2011; co-led the project with the Assistant Dean for Digital Library and ePublishing Services and served as the main technical consultant. This Initiative took off the ground and has been very successful because of my effort, resulting in an additional participation of Colorado School of Mines in 2013.
- Managed digital projects and collections (see http://lib.colostate.edu/digital-collections/), including an ETD Initiative as the pilot for digital repository services.
- Worked directly with faculty, researchers, and archivists on projects of a variety of subjects and formats; addressed effectively their needs in open access and digital preservation.
- Contributed to digital projects planning and coordination, working with the Assistant Dean for Digital Library and ePublishing Services.
- Contributed to the development of policies and procedures for digital repository services, metadata creation, and management/preservation of digital content.
- Created new digital collections and metadata. Coordinated and performed digital content migrations from CONTENTdm to DigiTool.
- Worked with IT staff to manage the DigiTool repository system including coordinating system updates, user account management, and technical problem solving. Provided staff and user training and support.
- Worked with Academic Computing and Network Services (ACNS) staff on web-scale discovery of digital content and development of automated processes to streamline metadata creation and resource harvesting workflows.
- Contributed to the creation and development of web interfaces for digital repository services and collections.
- Monitored innovations and developments in digital repository services, open access, ePublishing, digital preservation, and data curation. Led or participated in various library and campus initiatives and projects.
- Developed and implemented public relations and marketing programs for digital repository services in coordination with College Liaison librarians and the Assistant Director for Development and Communication.
- Prepared reports and communications for the Assistant Dean for Digital Library and ePublishing services.
- Engaged in research, publication, and other creative activities.
- Participated in professional service and outreach activities.
2005 - 2006: Metadata Librarian (Assistant Professor), Colorado State University Libraries, Fort Collins, CO

- Led and managed a USDA grant-funded digital project to select, digitize, and make accessible online (using CONTENTdm) an archival collection “Colorado Carnations and Floriculture Industry” (http://lib.colostate.edu/archives/agriculture/carnations/) of text and images.
- Created and managed metadata and interface (using CONTENTdm) for the Celebrate Undergraduate Research and Creativity Digital Showcase (http://libguides.colostate.edu/curc) and the ISTeC Student Research Poster Collection (http://lib.colostate.edu/istec/).
- Served on the Digitization of Local Collections Task Force and produced a report recommending best practices for local digitization activities (http://hdl.handle.net/10217/37700)
- Cataloged library print materials (theses and dissertations, government documents, monographs, etc.) for user and staff access.
- Served as a resource for cataloging and processing of Chinese-language materials, including a poster exhibit.
- Supervised the Database Management Unit till the responsibility was transitioned to a new position.
- Contributed to the enhancement of metadata for a legacy digital collection “The Warren and Genevieve Garst Photographic Collection” (http://lib.colostate.edu/wildlife/)
- Served on the Libraries’ Web Team for the Libraries’ Web site redesign, a complex process.
- Served on the Blog Software Investigation Committee and recommended options for library use.
- Engaged in research, publication, and other creative activities.
- Participated in professional service and outreach activities.

August 2004 - 2005: Metadata Librarian/Database Management Unit Head (Assistant Professor), Colorado State University Libraries, Fort Collins, CO

- Cataloged library print materials (theses and dissertations, government documents, monographs, etc.) for user and staff access.
- Supervised the Database Management Unit (4 FTE of library technicians).
- Investigated and evaluated digital asset management systems and made recommendations to the Assistant Dean of Digital Collection Services.
- Engaged in research, publication, and other creative activities.
- Participated in professional service and outreach activities.

2003 - 2004: Graduate Academic Assistant, Asian Library, University of British Columbia, Vancouver, BC, Canada

- Served as the assistant to the Chinese Librarian.
- Researched for and updated the online research guide for Chinese Studies.
- Provided reference service.
- Assisted the Library Director in building a prototype learning object repository of historical Chinese-language materials (including text, images, and artifacts) to support the undergraduate curriculum on Chinese-Canadian history (detail is available at http://hdl.handle.net/10217/540).
HONORS AND AWARDS

2007, Bright Idea or Project Award, for contributions to “Library Renaissance Conference”, Colorado State University Libraries, Fort Collins, CO.

2006, Scholarship recipient, Joint Conference of Librarians of Color (JCLC) Awards Committee, Dallas, TX.

PUBLICATIONS

Refereed Journal Articles:


Non-Refereed Proceedings/Transactions:

CONTRACTS & GRANTS

Externally funded Projects as PI:


PRESENTATIONS AT CONFERENCES/PROFESSIONAL MEETINGS


CONFERENCE ATTENDANCE/PROFESSIONAL DEVELOPMENT/CONTINUING EDUCATION

2013, Digital Library Federation Forum, Austin, TX.
2013, LITA National Forum, Louisville, KY.
2013, ArgGIS Desktop training, online.
2013, Research Data Access and Preservation Summit, Baltimore, MD.
2012, LITA National Forum, Columbus, OH.
2012, UC3 Data Curation Workshop, University of California-Irvine, Irvine, CA.
2012, “Human Research Protection” by IRB at Colorado State University, Fort Collins, CO.
2012, Introduction to UNIX, undergraduate course at Colorado State University, Fort Collins, CO.
2012, Introduction to C Programming, undergraduate course at Colorado State University, Fort Collins, CO.
2011, “Leadership Training”, by Information Technology in collaboration with Office of Training and Organizational Development at Colorado State University, Fort Collins, CO.
2011, “Copyright Basics for Libraries” workshop by Bibliographical Center for Research, Aurora, CO.
2011, Project Management workshop by SkillPath Training, Fort Collins, CO.
2010, Colorado Academic Library Consortium Summit, Lakewood, CO.
2009, Introduction to JAVA Programming, undergraduate course at Colorado State University, Fort Collins, CO.
2007, ALA Annual Conference, Anaheim, CA.
2007, Colorado Academic Library Summit, Lakewood, CO.
2006, ALA Annual Conference, New Orleans, LA.
2006, ALA Midwinter Meeting, San Antonio, TX.
2006, Colorado Association of Libraries Basic Authorities Workshop, Denver, CO.
2006, “Metadata for Digitized Resources” by Amigos Library Services, online.
2006, “Project Management for Digital Imaging” by Amigos Library Services, online.
2005, ALA Midwinter Meeting, Boston, MA.
2005, LITA National Forum, San Jose, CA.
2005, Colorado Association of Libraries Annual Conference, Denver, CO.
2005, “Communication Kit for Supervisors” by Office of Training and Development at Colorado State University, Fort Collins, CO.
2005, “Mastering Microsoft Project” by CompuMaster, Inc., online.
2004, “Authority Control: Issues” by Bibliographical Center for Research, online.
2004, “What’s FRBR & Why Should I Care about It?” by Bibliographical Center for Research, online.

SERVICE/OUTREACH

University of California, Irvine:

[Library Committees]
Search Committee/Assistant University Archivist, 2013
Librarians Association of University of California – Irvine (LAUC-I) Secretary, 2013-2014

Colorado State University:

[University Committees]
Committee on Intercollegiate Athletics, Faculty Council, 2008-2011
Asian Studies Board, Office of International Programs, 2008-2012
University Sexual Harassment Panel, Faculty Council, 2007-2010
Innovation & Professional Development Committee, Leadership Education Advisory Board, 2005-2006

[Library Committees]
Data Curation Profile Faculty Interview Project (Co-PI), 2012
e-Publishing Strategic Initiative (Co-Chair), 2011-2012
Open Access Strategic Initiative, 2011-2012
Data Curation Profile Focus Groups Project, 2011-2012
DigiTool Technical Committee (Vice-Chair) of CSU-CU (University of Colorado) Shared Repository Service Initiative, 2011-2012
Metadata Best Practices Committee (formerly Task Force), 2007-2012
CSU/Auraria DigiTool Examination Committee, 2010-2011
Library Faculty Council Task Force on Leadership Training & Development, 2010-2011
Tenured Faculty Committee, 2010-2011
Library Faculty Council Awards Committee (Chair), 2009-2010
ETD Metadata Task Force, 2009
Technology Purchase Advisory Team, University Technology Fee Advisory Board, 2008-2012
Search Committee/Biological & Life Sciences Liaison Librarian, 2007
Search Committee/Digital Repositories Librarian, 2006-2007
Digitization of Local Collections Task Force, 2005-2006
Library Faculty Council Professional Activities Committee (PAC), 2005-2007 (Chair, 2006-2007)
Web Team, 2005-2007
Employee Enhancement Committee (EEC), 2005-2006
Search Committee/Applied Human Sciences Librarian, 2005
Blogging Software Investigation Committee, 2005

PROFESSIONAL AFFILIATIONS AND ACTIVITIES

Memberships in Professional Societies:
The Association for Information Science & Technology (ASIS&T), 2013-2014
  Member, Los Angeles Chapter
  Member, Digital Libraries Special Interest Group
  Member, Management Special Interest Group
Member, Metrics Special Interest Group
Member, Social Informatics Special Interest Group
Member, Visualization, Images & Sound Special Interest Group

American Library Association (ALA), 2004-Current
Chinese American Librarians Association (CALA), 2006-2012
Library & Information Technology Association (LITA), 2005-Current
    Member, Cloud Computing and Virtualization Interest Group
    Member, Digital Library Technologies Interest Group
    Member, Search Engine Optimization Interest Group
New Members Round Table (NMRT), 2004-2005

Colorado Association of Libraries (CAL), 2004-2006
    Colorado Academic Library Association (CoALA), 2004-2006
    Technical Services and Automation Division (TSAD), 2004-2006

Committee Membership:
National Forum 2014 Program Committee, Library Information Technology Association (LITA),
    American Library Association (ALA), 2013-2015
Metrics Special Interest Group (SIG/MET) Program Committee, Association for Information
    Science and Technology (ASIS&T), 2013-2014
    (Dr. E. J.) Josey Spectrum Scholar Mentor Committee, Association of College & Research Libraries,
    2008-2009
    Publications Committee, Chinese American Library Association (CALA), 2007-2009

Office in Professional Societies:
Technical Services and Automation Division (TSAD), Secretary, Colorado Association of Libraries
    (CAL), 2005-2006

Manuscript Refereeing:
**Invitations as External Reviewer:**

2013, for a librarian seeking tenure and promotion at University of New Mexico.

2011, for a librarian seeking tenure and promotion at University of Colorado-Colorado Springs.