

## MAUREEN SULLIVAN

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### EXPERIENCE

#### MAUREEN SULLIVAN ASSOCIATES

##### Organization Development Consultant

1991 to date

Self-employed consultant to libraries and other information organizations on the full range of organization and human resource development programs, including: planning and managing organizational change; search and recruitment processes; organizational assessment; creating a learning organization; job satisfaction and learning needs assessment; team building; staff development and learning programs; leadership development programs; management skills development; position classification systems; identification and development of core competencies; board development; organizational restructuring; work redesign and process improvement; innovative approaches to organization development; and strategic planning programs.

#### SIMMONS COLLEGE

2006 to date

##### **Graduate School of Library and Information Science**

##### Professor of Practice, Ph.D. Program in Managerial Leadership

Teach the foundation course in the program. Designed, developed and teach the Human Resource Management course.

#### YALE UNIVERSITY LIBRARY, New Haven, Connecticut

##### Human Resources Administrator, Library Personnel Services

1983-1991

Administered all personnel programs for the library system (700 staff). Served as a member of the senior executive team in the library. Liaison to the University's Human Resources Department and the Provost's Office for matters related to personnel. Responsible for the recruitment and employment of professional and support staff; orientation, training and staff development; salary administration; human resources planning; the promotion program for librarians; and labor relations.

**ASSOCIATION OF RESEARCH LIBRARIES**, Washington, DC

**Management Training Program Specialist**

1980-1983

Administered the Organizational Training and Staff Development Program. Designed and delivered a number of learning programs including: the *Basic Management Skills Institute*; the *Advanced Management Skills Institute*; the *Management Institute for Library Directors*; the *Training Skills Institute* and numerous workshops on a variety of management and organizational development topics. Served as a consultant to several academic libraries on their management review and assessment programs.

**UNIVERSITY OF MARYLAND**, College Park, Maryland

**Assistant Director of Libraries for Personnel**

1979-1980

Directed the Libraries' personnel operations, including: recruitment and employment of librarians and support staff; human resources planning; staff development and training; employee relations counseling; affirmative action and equal employment opportunity compliance; performance appraisal; and ongoing advice to supervisors and department heads on a variety of personnel problems. Served as the liaison to the University's Personnel Department and to the office of the Vice Chancellor for Academic Affairs on personnel matters. Served as a member of the Director's executive staff.

**Assistant Personnel Librarian**

1977-1979

Coordinated the employment process for support staff positions; counseled staff and supervisors to solve a variety of work-related problems; and assisted in the general administration of the Libraries' personnel programs.

**EDUCATION**

Master of Library Science, University of Maryland, 1976.

Bachelor of Arts, Magna Cum Laude, University of Maryland, 1974. Major: History

## ORGANIZATION DEVELOPMENT CONSULTING EXPERIENCE

### General Management and Strategic Planning for Library and Information Organizations

Occidental College, 2010  
*Academic Commons Change Process Planning*

Iowa City, Iowa Public Library, 2009  
*Strategic Planning Sessions with the Board and Staff*

The Boston Public Library, 2009  
*Strategic Planning Initiative*

National Library of Medicine, Specialized Information Services, 2009  
*Strategic Planning*

National Library of Medicine, Library Operations, 2008-2009  
*Strategic Planning*

State Library of Iowa, 2008  
*Strategic Planning*

Ohio State University, 2008  
*Library Planning*

Boston Public Library, 2007-2008  
*Neighborhood Services Initiative*

Elmhurst Public Library, 2008  
*Strategic Planning for the Library*

Oak Park Public Library (Illinois) 2007  
*Strategic Planning for the Library*

West Hartford Public Library (Connecticut) 2007  
*Strategic Planning for the Library*

Gettysburg College, 2007  
*Strategic Planning for the Library*

San Jose State University, 2006-2007  
*Strategic Planning for the Library*

Peninsula Library System 2006-  
*Collaborative Planning for the Consolidation of Systems*

University of Connecticut Law School Library, 2006-2007  
*Strategic Planning*

The Catholic University of America, 2006  
*Strategic Planning for Reaccreditation*

University of Dayton. 2006  
*Strategic Planning for the Library*

Ohio University, 2006  
*Strategic Planning for the Library*

North Suburban Library System  
*Strategic Planning*

University of Massachusetts Medical School, 2005-2005  
*Strategic Planning for the Library*

Brooklyn Public Library, 2005-2006  
*Coordinating Council's Role*

Carleton College, Information Technology Services, 2005  
*Preparing for a Self Study*

The Boston Athenaeum, 2005  
*The Future of Libraries*

Metropolitan New York Library Council 2005  
*Restructuring Governance*

Johns Hopkins University, 2005  
*Strategic Planning*

Bucknell University, 2005  
*Strategic Planning and Organization Development*

University of New Mexico Health Sciences Library and Information Center  
*Strategic Planning*

Simmons College Graduate School of Library and Information Science, 2002-2004  
*Strategic Planning for Reaccreditation*

Dominican University Graduate School of Library and Information Sciences, 2003-2004  
*Strategic Planning for Reaccreditation*

Carleton and St. Olaf Colleges, 2003-2004  
*Planning a Consortium for a Shared Catalog*

Cleveland Heights-University Heights Library, 2004-2005  
*Strategic Planning*

University of Iowa, 2003  
*Strategic Planning and Work Redesign*

Columbus Metropolitan Library System, 2003  
*Strategic Planning*

Olin College, 2002  
*Planning the Library and Its Services at a New College*

University of Cincinnati, 2002-2003  
*Strategic Planning*

SUNY-Stony Brook, 2002  
*Strategic Planning*

American Association of Law Librarians, 2001  
*Strategic Planning and Board Development*

Emporia State University, 2001  
*Strategic Planning*

Denison College, 2001  
*Strategic Planning*

Harvard College Music Library, 2000  
*Strategic Planning*

Boston Athenaeum, 2000-2001  
*Strategic Planning*

Connecticut College, 2000  
*Mission, Vision and Values*

Southern Methodist University, 1999  
*Strategic Planning*

Brown University, 1999  
*Strategic Planning*

University of Connecticut School of Law Library, 1998-1999  
*Strategic Planning*

National Institutes of Health Library, 1998  
*Becoming a Learning Organization*

University of Houston, 1998  
*Strategic Planning*

Florida Gulf Coast University, 1998  
*Planning and Staff Development*

Bucknell University, 1997-2004  
*Staff and Organizational Development*

University of Florida Health Sciences Center, 1997  
*Strategic Planning*

University of Pittsburgh, 1996  
*Strategic Planning*

Harvard College, Houghton Library, 1996  
*Strategic Planning*

North Carolina State University, 1995  
*Mission, Vision, and Values*

University of Connecticut, 1995  
*Strategic Planning*

University of South Carolina, 1994-1995  
*Strategic Planning*

University of Kansas, 1993  
*Strategic Planning*

Massachusetts Board of Library Commissioners, 1992-1993  
*Strategic Planning*

SOLINET, August 1992  
*Strategic Planning*

Catawba College, August 1992  
*Strategic Planning*

University of California at Berkeley, July 1992  
*Strategic Planning*

University of Northern Iowa, July 1992  
*Strategic Planning*

Association of College and Research Libraries, April 1992  
*Board Strategic Planning Session*

Tufts University, February-July 1992  
*Improving Communication in the Library*

University of Missouri at Columbia, July 1991  
*Professional Development in the Library*

University of Connecticut, June 1991  
*Reference and Information Services Department Planning Retreat*

James Madison University, July 1990  
*Strategic Planning for Library Technical Services*

University of California, Santa Cruz, June 1990  
*Planning the Future of Reference Service*

Indiana State University, August 1989  
*Library Faculty Retreat to Plan for the 1990's*

University of Miami, June 1988  
*Library Faculty Strategic Planning Retreat*

Williams College Library, June 1987  
*Review of the Organizational Structure, Job Design, Personnel Programs, and Mechanisms for Communication and Decision Making within the Library*

Indiana University, February 1984  
*Setting Library Public Services Priorities*

Brandeis University, 1982  
*Library Technical Services Planning Study*

University of Alabama, Lister Hill Library, July 1982  
*Management Team Building Retreat*

Ohio State University, 1981  
*Organizational Review and Analysis of Library Technical Services*

University of Houston, 1981  
*Study of Library Public Services Programs*

### **Organizational and Work Redesign**

Emory University Woodruff Health Sciences Center Library, 2009

Harvard Law School Library, 2009-2010

Denison University, 2009

Auraria Library, 2008

Oberlin College, 2007

Middlebury College, 2007-2008

Swarthmore College, 2007

Carleton College, Information Technology Services, 2007

Nimitz Library, the United States Naval Academy, 2006-2007

Spring Hill College, 2006

Vermont Law School Library, 2006

University of Connecticut Law School Library, 2006

Simmons College Graduate School of Library and Information Science, 2004-2005  
*Review and Redesign of Administrative Staff Work*

Bowling Green State University, 2004  
*Redesign of Work*

University of California, Los Angeles, 2004  
*Implementation of an Integrated Model for Public Services*

The Claremont Colleges, 2004  
*Integrating Public Services Units*

Denison and Kenyon Colleges, 2004  
*Creating a Joint Technical Services Processing Unit*

University of Kentucky, 2004

University of Cincinnati, 2003-2004

Wayne State University, 2002-2003  
Georgetown University Law Library, 2002  
Emerson College, 2000  
University of Connecticut Law Library, 2000  
Brown University, 2000-2001  
Marymount University, 1999-2000  
Wellesley College, 1999-2000  
Arlington County Public Libraries, Adult Services, 1998-1999  
North Suburban Library System, 1999  
University of Washington, Technical Services, 1997  
East Carolina University, 1996  
University of Louisville, 1995  
Boston College, O'Neill Library and the Law School Library, 1994-95  
University of Arizona, 1993-1995  
William Paterson College, 1994-1995

### **Organizational Change in Libraries**

Camden County (New Jersey) Library System, 2003-  
*Working in a New Organizational Model*  
MINITEX, Fall 2003  
*Series of workshops on Managing Change*  
York University, February 2001  
*Leading Change*  
Columbus Metropolitan Library System, 2000  
*PRIDE, a program on respecting differences in the workplace*  
University of Maryland, 1999-2003  
*Transforming the Organization*  
Johns Hopkins University, 1997-1998  
*Facilitative Leadership*  
University of Arizona, October 1991  
*Change in the Workplace*  
North Dakota State University, February 1989  
*Beyond System Implementation: Planning for Changes in Library Services,  
Organizational Structure and Personnel*  
Boston College, January 1987  
*Managing Change through Strategic Planning and Staff Development*  
University of Arizona, June 1986  
*Technological Change: Implications and Issues*  
Emory University, October 1985  
*Automation Project Team Building Workshop*

### **Strategic Planning for the Future of Consortia**

Illinois Library Association and the State Library of Illinois, November 2009  
*Strengthening Library Cooperation in Illinois to Prepare for the Future*

Massachusetts Board of Library Commissioners, March 2009  
*Library Service in Massachusetts Statewide Planning*  
Texas State Library and Archives Commission, February 27-28, 2008  
*Statewide Resource Sharing Summit*  
Peninsula Library System (Now Pacific Library Partnership), 2007-2009  
*System Consolidation Planning*

## **Assessment**

Montgomery College (Maryland), 2008  
*Organizational Assessment*  
Urban Libraries Council, 2008  
*Librarians for America's Neighborhoods Program Evaluation*  
Indiana University-Purdue University Indianapolis, 2005  
*Organizational Assessment*  
University of California, Los Angeles, 2004  
*Assessment of the Implementation of an Integrated Model for Public Services*  
Urban Libraries Council, 2004  
*Executive Leadership Institute Program Assessment*

## **Personnel Management and Staff Development**

University of South Dakota, 2008  
*Executive Search for the Dean of Libraries position*  
METRO (New York), 2003-2004  
*Staffing and Organizational Review*  
University of Maryland, 2001-2002  
*Designing and Implementing the Learning Curriculum*  
Swarthmore, Bryn Mawr, and Haverford Colleges, 2001  
*Collaborative Project to Establish a Professional Development Planning System*  
American Association of Law Libraries, 2001  
*Competencies for Law Librarians*  
Research Libraries, The New York Public Library, 2000  
*New Roles and Competencies for Librarians*  
Columbus Metropolitan Library, 2000  
*Managerial Competencies*  
Connecticut College, 2000  
*Executive Search for the Vice President of Information Services position*  
North Carolina State University, 1998  
*Library Support Staff Classification System*  
Library of Congress Human Resources Staff, 1997  
*Delivering Quality Service*  
Cleveland Public Library, 1997  
*Position Classification System, Appeals Panel*  
Swarthmore College Library, 1996  
*Position Classification*

George Washington University, 1995  
*Library Staff Position Classification System*

New York Public Library, Winter-Spring 1993  
*Staff Development Program for the Science, Industry and Business Library*

Texas A&M University, 1992-1993  
*Library Support Staff Classification System*

Grinnell College, Spring 1992  
*Library Support Staff Classification System*

New York Public Library, Spring 1991  
*Needs Assessment for Staff Training and Development*

University of Michigan, Spring-Summer 1991  
*Team Building for the Science Library Cluster*

University of Arizona, March 1991  
*Library Support Staff Classification System*

Arizona State University, March 1991  
*Salary Program for Librarians*

Emory University, September 1989 to June 1990  
*Performance Planning and Assessment for Library Staff*

Case Western Reserve University, June 1989  
*Performance Expectations of Professional Staff*

State University of New York at Buffalo, May 1989  
*Personnel Classification Structure for Faculty Librarians and Professional Staff*

Indiana State University, June 1988  
*Assessment of the Libraries' Staff Development Program*

Miami University, June 1987  
*Personnel Classification Structure for Support Staff Positions in the Library*

University of Missouri at Columbia, March 1985  
*Improving Staff Performance*

George Washington University, October 1982  
*Assessment of the Library's Personnel Program*

### **Leadership Development Programs**

Indiana University/Notre Dame/Purdue University, 2009  
*Managerial Leadership Institute*

District of Columbia Public Library, 2008-2009 and 2009-2010  
*Managerial Leadership Program*

San Francisco Public Library, 2008-2009 and 2010  
*The Next Generation of Public Library Leaders Program*

Association of Research Libraries, Research Library Leadership Fellows Program, 2005

ACRL/Harvard Leadership Institute (Harvard Graduate School of Education)  
2000, 2001, 2002, 2003, 2004, 2005, 2006, 2007, 2008, 2009

American Association of Law Libraries, 2007, 2009  
*Managerial Leadership Institute*

Texas Library Association, annually from 1995 to 2010  
*TALL Texans Annual Leadership Institute*

Iowa Library Association, 2004, 2006 and 2008  
*Iowa Leadership Institute*

Michigan Library Association, 2003-2005, 2006-2008  
*Michigan Leadership Academy*

New England Library Association, 2003, 2005 and 2008  
*New England Library Leadership Symposium*

New Jersey Academy of Library Leadership, 2003, 2006 and 2008

New York Public Library, Office of Branch Libraries, annually, 1991-2003  
*Basic Management Skills*

University of Houston Libraries, 2007  
*Managerial Leadership*

Massachusetts Regional Library Systems, 2002 and 2003  
*YSLeads (Leadership development for youth services librarians)*

Massachusetts Library Association, 2007  
*Library Leadership Massachusetts 2007*

Mountain Plains Library Association, 2002, 2003, 2004, 2005, 2006, 2007 and 2010  
*MPLA Leadership Institute*

Texas State Library and Archives and the Texas Library Association, 2001 and 2002  
*Executive Leadership Development*

SOLINET, 2000 and 2001  
*Southeastern Institute on Collaborative Library Leadership*

Cleveland Area Metropolitan Library System, 1997-1999  
*Transforming Libraries: Leadership Skills Development*

SOLINET, 1997 and 1999  
*Leadership Institute for Rural Public Librarians*

University of Missouri-Colombia, 1998, 1999, 2000  
*SHOW-ME LEADERS Institute*

Tennessee State Library, 1999  
*Public Library Management Institute*

American Association of Law Libraries Summer Institute, 1991  
*Management for Senior Law Library Administrators*

## **Board Development**

American Association of Law Libraries  
American Library Association  
American Library in Paris  
Association of Academic Health Sciences Libraries  
Association of College and Research Libraries  
Boston Library Consortium  
Fenway Library Consortium  
Houston Public Library  
Massachusetts Library Association  
METRO (New York City) Library Consortium  
Nantucket (Massachusetts) Board of Selectmen  
North Suburban Library System (Chicago)  
North Texas Regional Library System

PALINET  
Urban Libraries Council

### **Project Leadership**

Urban Libraries Council, 2004, 2006 and 2007-2008  
Learning Community Director of *Librarians for America's Neighborhoods*

### **Honors and Awards**

Recipient of the American Library Association's Elizabeth Futas *Catalyst for Change Award* in 1999

Chicago Public Library's 2006 Charlotte Kim Scholar in Residence: *The Promise of Appreciative Inquiry in Library Organizations*

Named the 2010 Academic/Research Librarian of the Year by the Association of College and Research Libraries

## **PUBLICATIONS**

*The Changing Role of the Middle Manager in Research Libraries.* **Library Trends** (Fall 1992).

*Choosing the Road Less Traveled: The North Suburban Library System Creates a Learning Organization.* **Public Libraries** (March/April 1999).

**Developing Library Leaders: A How-To-Do-It Manual for Coaching, Team Building and Mentoring Library Staff** with Robert D. Stueart. New York: Neal-Schuman Publishers, Inc., 2010.

*Mapping the Process*, with Jan Hayes. **Library Administration and Management** (Spring 2003).

*A New Leadership Paradigm: Empowering Library Staff and Improving Performance.* **Journal of Library Administration** (Volume 14, No. 2, 1991).

*Organization Development in Libraries.* **Library Administration and Management** (Fall 2004).

**Performance Analysis and Appraisal**, with Robert D. Stueart. New York: Neal-Schuman Publishers, Inc., 1991.

*The Promise of Appreciative Inquiry in Library Organizations.* **Library Trends** (Summer 2004)

**Resource Notebook on Staff Development**, with Jane A. Rosenberg. Washington, DC: Association of Research Libraries, 1983.

*Self-Management in Technical Services: The Yale Experience*, with Gerald R. Lowell, **Library Administration and Management** (Winter 1989).

*Staff Development at Indiana State University: Providing the Competitive Edge*, with Ronald G. Leach, **Library Administration and Management** (Summer 1990).

*Total Quality Management in Higher Education*, **Journal of Library Administration** (Spring 1993).

## PROFESSIONAL SERVICE

### **American Library Association**

Co-Chair, Emerging Leaders Initiative, 2006-2010  
Member, Core Values Task Force, 2000-2004  
Member, Competencies for Librarians Task Force, 2000-2002  
Chair, Office for Library Personnel Resources Advisory Committee, 1991-93  
Chair, Minority Fellowship Program Advisory Board, 1989-1995  
Chair, H. W. Wilson Staff Development Award Jury, 1985  
Member, Nominations Committee, 1986  
Member, President's Program Planning Committee for the 1989 Annual Conference in Dallas, Texas  
Consultant, Advisory Committee to the Office for Library Outreach Services, 1988-1995  
Member, Hugh Atkinson Memorial Award Jury, 1993-1997

### **Association of College and Research Libraries**

President 1998-99  
Member, Board of Directors, 1997-2000  
Personnel and Staff Development Officers Discussion Group, 1978-2000  
University Libraries Section Program Planning Committee, 1987  
Member, Search Committee for the Executive Director, 1984  
Chair, Search Committee for the Executive Director, 1990  
Member, Task Force on Vocational Interest Inventories, 1991  
Chair, ACRL/Harvard Leadership Institute Advisory Committee, 1999-2004  
Ex-officio member, ACRL/Harvard Leadership Institute Advisory Committee, 2005-  
Member, ACRL 2005 National Conference Planning Committee, Subcommittee on Innovations and Scholarships  
Member, ACRL 2003 National Conference Planning Committee and Co-chair of the Invited Papers Subcommittee

### **Library Administration and Management Association**

President 1988-89  
Member of the Executive Committee, 1987-90

Chair, Personnel Administration Section, 1984-85  
Member, Nominating Committee, 1990-1991

**Society for Human Resource Management**

Member, 2008-

**Connecticut Governor's Conference on Libraries and Information Services  
Planning Committee, 1989-90**

Chair, Subcommittee on Delegate Selection and Orientation