SUZIE ALLARD, PH.D
Assistant Professor
University of Tennessee
School of Information Sciences
424 Communication Building
1345 Circle Park, Knoxville TN 37996
(865) 974-1369   email: sallard@utk.edu

EDUCATION

Ph.D., University of Kentucky, Communication, 2003.
M.S.L.S. University of Kentucky. Library and Information Science, 1999.
B.A. California State University, Northridge. Economics, Cum Laude, 1982.

AREAS OF INTEREST

Digital Libraries, Science/Health Information & Communication, International/Intercultural Communication

ACADEMIC EXPERIENCE

Assistant Professor, University of Tennessee, School of Information Sciences,   College of Communication and Information, Aug 2003-present.

Instructor, University of Kentucky, College of Communications and Information Studies, Department of Communication, Academic years 2001-2002, 2002-2003.

Research Assistant, University of Kentucky, "Targeting Mass Media Campaigns for Risky Sexual Behavior", HIV Prevention Project, 5/01 - 8/01; 6/02 – 8/02. Principal Investigators: Philip Palmgreen & Rick S. Zimmerman

Research Assistant, University of Kentucky "Genetic Information Seeking Skills (GENIS2) Coaching", Grant Proposal Development, College of Communications and Information Studies, 8/00 - 5/01. Principal Investigator: J.David Johnson**.**

Instructor, University of Kentucky, College of Communications and Information Studies, School of Journalism and Telecommunications, Academic year 1999-2000.

HONORS

Outstanding Faculty Teaching Award, April 2005, College of Communication and Information, University of Tennessee

Emerald Outstanding Paper Award for Excellence, May 2003**,** *The Electronic Library,* for "Digital Libraries and Organizations for International Collaboration and Knowledge Creation" in Vol. 20 No.6, 2002

James M. Cretsos Leadership Award, American Society for Information Science & Technology, 2002.

SOASIST Student Chapter Member of the Year, Southern Ohio Chapter of the American Society for Information Science & Technology, 2002.

Raymond S. Rogers Prize for Excellence in Graduate Work, American Communication Association, 2002.

Presidential Fellowship, University of Kentucky. Full academic support and stipend for academic year 2002-2003.

Outstanding Teaching by a Graduate Student. Instructional and Developmental Division of the International Communication Association, 2002.

Commonwealth Research Award. July 2002 for academic year 2002-2003 to support work presented in Seoul, South Korea.

International Communication Association 2002 Top 3 Paper in the Health Communication Division (Co-author) for "How Information Seeking Models and Theories Portray the Avoidance of Information" Case, D.O., Johnson, J.D. Andrews, J.E., & Allard, S.

Doctoral Student Travel Award, International Communication Association Health Communication Division. To support conference attendance in Seoul, South Korea, 2002.

SIG Member of the Year, 2001, American Society for Information Science and Technology. In recognition of work for SIG-DL.

Commonwealth Research Award. September 2001 for academic year 2001-2002 to support work presented in Bangalore, India.

Article of the Year, 2001, American Communication Journal, for "Erasing the Barrier between Minds: Freeing Information, Integrating Knowledge." Full citation under published writings.

Kentucky Opportunity Fellowship, University of Kentucky. Full academic support and stipend for academic year 2001-2002.

Commonwealth Research Award. March 2001 for academic year 2000-2001 to support work presented in Beijing, China.

Honors (cont.)

Prove IT (Information Technology) **Works! Research Award.** For research conducted with Professor Jackie White, UK-SLIS -- "Student Performance and the Information Technology Environment: A Comparison of CATS Scores and the Library Media Report." Sponsored by the University of Louisville School of Education and the Kentucky Department of Education. March 2001.

Association of Emeriti Faculty Scholarship, University of Kentucky. December 2000.

Presidential Fellowship, University of Kentucky. Full academic support and stipend for academic year 2000-2001.

Mensa Education and Research Foundation Scholarship. For academic year 2000-2001.

Beta Phi Mu. International honor society for library and information science. Inducted in May 2000.

Commonwealth Research Award. Oct. 1999 for academic year 1999-2000 to support work presented at conference in Toronto, Canada.

University Graduate Student Development Award. From the University of Kentucky Graduate School for the 1999-2000 academic year.

PUBLICATIONS, GRANTS & PRESENTATIONS

PUBLICATIONS
Refereed Academic Journals

Allard, S., Mehra, B., and Qayyum, M.A. (2007). **Intercultural leadership toolkit for librarians: Building awareness to effectively serve diverse multicultural populations.** *Education Libraries,* 30(1).

Johnson, J.D., Case, D.O., Andrews, J.E., and Allard, S.L. (2006). **Fields and/or pathways: Contrasting and/or complementary views of information seeking.** *Information Processing and Management,* 42(2).

Allard, S., Mack, T. & Feltner-Reichert, M. (2005). **The librarian's role in institutional repositories: A content analysis.** *Reference Services Review,* 33(3).

Case, D.O, Johnson, J.D., Andrews, J.E., and Allard, S.L. (2005). **Avoiding versus Seeking: The Relationship of Information Seeking to Avoidance, Blunting, Coping, Dissonance, and Related Concepts.** *Journal of the Medical Library Association,* 93(3).

Andrews, J., Johnson, J.D., Case, D.O., Allard, S. & Kelly, K. (2005). **Intention to seek cancer genetics-related information.** *Information Research,* 10(4). Available at http://InformationR.net/ir/10-4/paper238.html

Case, D.O, Johnson, J.D., Andrews, J.E., & Allard, S.L. (2005). **Genomics: The perfect information seeking problem.** *Journal of Health Communication,* 10(4).

Case, D.O, Johnson, J.D., Andrews, J.E., Allard, S.L., & Kelly, K.M. (2004) **From two-step flow to the Internet: The changing array of sources for genetics information seeking.** *Journal of the American Society for Information Science and Technology,* 55(8).

Allard, S. (2002). **Digital Libraries: A Frontier for LIS Education.** *Journal of Education for Library and Information Science*, 43(4), 233-248.

Allard, S. (2002). **Digital Libraries and Organizations for International Collaboration and Knowledge Creation**. *The Electronic Library*, 20(5) 369-381. ***Winner: 2003 Emerald Outstanding Paper Award for Excellence.***

Allard, S. & Holsapple, C.W. (2002) **Competitiveness: From the Knowledge Chain to KM Audits.** *Journal of Computer Information Systems*, 42(5), 19-25. (Special issue on knowledge management).

Johnson, J. D., Andrews, J. E., & Allard, S. (2001). **A Model for Understanding and Affecting Genetics Information Seeking**. *Library and Information Science Research*, 23(4), 335-349.

Allard, S. (2001)**. Erasing the Barrier between Minds: Freeing Information, Integrating Knowledge.** *American Communication Journal*, 4(2). Available at http://www.acjournal.org/holdings/vol4/iss2/articles/allard.htm ***Winner: American Communication Association 2001 American Communication Journal Article of the Year.***

Allard, S. (2000). **LIS Education Development: Strategies for Improving Awareness Part 2,** in the "Visible College" column of the *Journal of Education for Library and Information Science*. 41(3), 244-249.

Allard, S. (2000). **LIS Education Development: Strategies for Improving Awareness Part 1**, in the "Visi*ble College"* column of the *Journal of Education for Library and Information Science*. 41(2), 158-161.

Refereed Journals: Submitted for Publication

ADD JASIST, INTERCULTURAL, HEALTH

Kelly, K.M., Andrews, J., Case, D.O., Allard, S., Johnson, J.D. **Help with information seeking for decision-making and intentions to have genetic testing for hereditary cancers among Appalachian Kentuckians.** Accepted for publication in the *Journal of Rural Health.*

Allard, S., Zimmerman, R., Palmgreen, P. & Noar, S. **Focus Group Recruiting in Health Communication Campaigns: Lessons from a Project on Risky Sexual Behavior.** Submitted for publication in *Health Education and Behavior.*

Book Chapters

Allard, S. (2004). **"ETDs as an Innovation: Using Theory to Grow an ETD Program"** in E. A. Fox, S. Feizbadi, J. M. Moxley, and C. R. Weisser (eds), *The ETD Sourcebook: Theses and Dissertations in the Electronic Age*, Marcel Dekker.

Allard, S. (2002). **"Knowledge Creation,"** in C.W. Holsapple (ed), *Handbook on Knowledge Management1: Knowledge Matters*, Springer-Verlag : Heidelberg.

Refereed Conference Proceedings

Levine, K. J., Kushniryk, A., Allard, S., & Tenipor, C. (2007,November, upcoming). **Multitasking in Organizational Meetings: A new component of the process variable.** National Communication Association, Chicago, IL.

Levine, K.J., Allard, S.L., & Tenopir, C. (2007). **Communication in the 21st century workplace: A theory of communication nexus**. National Communication Association, Chicago, IL

Levine, K.J., Kushniryk, A., Allard, S.L., Brummette, J. & Tenopir, C. (2007). **Meetings and Multitasking: Keep busy or looking busy?** National Communication Association, Chicago, IL

Allard, S., Levine, K. J., Tenopir, C., & Urs, S. (2006). **Naturalistic observation for understanding users: How technology professionals use and communicate information**. *Proceedings of the 87th Annual Meeting of the American Society of Information Science and Technology.*

Levine, K. J., Kushniryk, A., Allard, S., Tenipor, C., & Asbury, M.E. (2006). **What happens when work-groups meet?: An analysis of meetings in high-tech organizations.** National Communication Association, San Antonio, TX.

Allard, S. (2004). **Building Digital Libraries through Collaboration Within and Between Nations: Growing the Network.** [Abstract] *Proceedings of the 67th Annual Meeting of the American Society of Information Science and Technology.*

Allard, S. & McMillan, G. (2004). **Informed Creation Aids Preservation: Preparing for the Future at the Moment of Creation.** [Abstract]. *Proceedings of the 67th Annual Meeting of the American Society of Information Science and Technology.*

Allard, S. (2004). **Communication channels and the adoption of digital libraries for electronic theses and dissertations.** *Proceedings of the 2004 Joint ACM/IEEE Conference on Digital Libraries.* ACM Press: NY. 381.

Noar, S. M., Zimmerman, R. S., Palmgreen, P., Allard, S. L., Lustria, M. L. A., Matuza, M. L., & Cupp, P. K. (2003). **Development of a safer sex mass media campaign targeting high sensation-seeking and impulsive decision-making young adults** [Abstract]. *2003 National HIV Prevention Conference Abstract Book, M3-C0903,* 59-60.

Allard, S. (2001). **Unleashing the Power of Knowledge Creation: Organizing Digital Libraries for International Collaboration,** in Ching-chih Cheng (ed), *Global Digital Library Development in the New Millennium: Fertile Ground for Distributed Cross-Disciplinary Collaboration.* Tsinghua University Press: Beijing. 485-486.

Allard, S. (2000). **Metamorphosis: Measuring Attitudes Towards Becoming a Digital Library Document Creator.** Abstract of report of on-going research presented at Connections '00, The Sixth Great Lakes Information Science Conference, University of Tennessee, Knoxville (28 Oct 2000) appeared *in Canadian Journal of Information and Library Science/Revue canadienne des sciences de l'information et de bibliotheconomie* (CJILS/RCSIB)

Allard, S. (2000). **Measuring Attitudes Towards Becoming a DL Document Creator**. Juried paper available in the proceedings of the Third International Symposium on Electronic Theses and Dissertations, University of South Florida, Tampa, FL. 18 March 2000.

Allard, S. (1999). **Integrating Knowledge Between Disciplines**. Abstract from a presentation at Connections '99, The Fifth Great Lakes Information Science Conference, University of Toronto, Toronto, ON. (23 Oct 1999.) appeared in *Canadian Journal of Information and Library Science/Revue canadienne des sciences de l'information et de bibliotheconomie* (CJILS/RCSIB)

Allard, S. (1999). **The Virtual Library: Formation, Function and Future.** Paper presented and published in proceedings of Twenty-First Annual Communications Research Symposium. University of Tennessee, Knoxville, 16 April 1999.

Conference Papers Waiting disposition

Other types of Publications

Allard, S., Levine, K., & Tenopir, C. (2006) **How Technology Professionals Work (Comprehensive Research Report and Executive Summary Report).** Minneapolis, MN: IEEE.

Allard, S. (2006). **Culture and its Relationship with Communication, and Information.** *(Paper for undergraduates at Intercultural Toolkit Conference).* University of Tennessee, October 30, 2006.

Allard, S. (2004). **Conference Report: Seventh International Symposium on Electronic Theses and Dissertations: Distributing knowledge worldwide through better scholarly communication.** *DLib Magazine,* Sept 2004, 10(9).

Case, D.O. & Allard, S. (2004). **Looking Hard at JASIS&T: Results of a Series of Surveys, Focus Group Interviews and Other Studies.** *Bulletin of the American Society for Information Science & Technology,* Apr/May2004, 30(4).

Allard, S. (2002). **Conference Report: Digital Library: IT Opportunities and Challenges in the New Millennium**:. 8 - 12 July 2002, Beijing, China. *DLib Magazine,* Sept 2002, 8(9). Available at http://www.dlib.org/dlib/september02/allard/09allard.html

Allard, S. & Fox, E.A. (2002). **Conference Report: The 4th International Conference of Asian Digital Libraries**: Digital Libraries: Dynamic Landscapes for Knowledge Creation, Access and Management. *DLib Magazine,* Jan 2002, 8(1) Available at http://www.dlib.org/dlib/january02/fox/01fox.html

Allard, S. (2001). **Introduction to the Databases Issue**. In *ACM Crossroads Student Magazine* (Spring 2001 - 7.3). Available at http://www.acm.org/crossroads/xrds7-3/intro73.html

Allard, S. & Holsapple, C.W. (2001). **Knowledge Management as a Key for E-Business Competitiveness: From the Knowledge Chain to KM Audits.** Research Paper No. 160 in the archives of the Kentucky Initiative for Knowledge Management (1 Oct 2001).

White, J. & Allard, S. (2000). **Comparison of CATS Scores and Library Media Report.** Research results report for the Kentucky Department of Education. (14 August 2000). Available at http://www.kde.state.ky.us/oet/customer/CATSScores.asp

Allard, S. (2000). **Expanding the OAI Mission.** Position statement in *Extending Interoperability of Digital Libraries: Building on the Open Archive Initiative*. Meeting held at ACM Digital Libraries '00, San Antonio, TX, 3 June, 2000. Available at http://fox.cs.vt.edu/~oai/june00/oai63_proceedings.pdf

GRANTS
Grant Funded Research

UTK Ready for the World Initiative, Grants for Special Projects. Developing an Intercultural Toolkit for Leadership in the Information Age (S. Allard, E. Cortez, B. Mehra, J. Watson), Fall 2006. $5000.

How Technology Professionals Work - China. Lead Principal Investigator: Carol Tenopir. Co-Principal Investigators: Suzie Allard, Kenneth Levine.2006. IEEE. $24,270.

SARIF Summer Graduate Research Assistant. Engineers use & communication of information. Summer 2006. University of Tennessee. $3000.

How Technology Professionals Work- U.S. & India. Lead Principal Investigator: Carol Tenopir. Co-Principal Investigators: Suzie Allard, Kenneth Levine. In the field May-August (US); Dec (India) 2005. IEEE. $79,263.

Targeting Mass Media Campaigns for HIV, STD, & Pregnancy Prevention. Principal Investigator: Rick Zimmerman (University of Kentucky) Co-PI: Philip Palmgreen (UK). **Consultant:** Suzie Allard. National Institute of Mental Health.

Targeting Mass Media Campaigns for HIV Prevention: Processing Messages. Principal Investigators: Suzie Allard, Seth Noar (University of Kentucky), Philip Palmgreen (UK) & Rick Zimmerman (UK- PI of main grant). This is an additional component to the existing National Institute of Mental Health Grant # 1-R01-MH63705-01. In the field March 2004-July 2004. $30,000.

SARIF Summer Graduate Research Assistant. Digital Preservation. Summer 2004. University of Tennessee. $3000.

The Child Health Care Visits: Adult Cancer Prevention Project, Qualitative Research Consultant, University of Kentucky. Principal Investigator: Margaret M. Love. Appalachian Cancer Network, $10,000.

Grants Submitted, Awaiting Disposition
ADD NSF GRANT .

Grants Submitted, Not Funded

Intercultural Toolkit for Library and Information Professionals. Principal Investigator: Suzie Allard. Co-Investigators: Bharat Mehra (SIS), Asim Qayyum (UPR) **Submitted:** December 15, 2006 to Institute of Library and Museum Services $705,626

Improving Classroom Use of Scientific and Scholarly Periodicals (CUSSP) Through Measuring Effectiveness of Journal Literacy Instruction for Engineering Students, Co-Principal Investigators: Suzie Allard (SIS), Lynn Lepre (School of Journalism and Electronic Media), Gregory Peterson (College of Engineering), and Carol Tenopir (SIS). Also includes personnel from UT Hodges Library and UT Innovative Technology Center.
Submitted: February 1, 2006 to Institute of Library and Museum Services $719,959 Submitted: 1/2006, disposition announced 6/2006.

Informed Creation Aids Preservation. Principal Investigators: Suzie Allard & Gail McMillan (Virginia Tech). Reviewed by the National Digital Information Infrastructure Project, Library of Congress. $2,152,696. Submitted 11/2003, disposition announced 4/2004.

PRESENTATIONS
Invited Presentations

Digital Libraries: Overview and Applications. School of Educational Technology, Jadavpur University, Kolkata, India. December 2005.

Digital Libraries: 21st Century Librarianship. School of Library Science, University of Kentucky. November 2005.

How Technology Professionals Work – The First Look. IEEE Strategic Planning Committee. Tampa, FL. October 2005.

Many Roads to Success: ETD programs in the U.S. National (India) Conference on Digital Libraries and E-theses (NCDLET 2005), Jadavpur University, Kolkata, India. January 2005.

Informed Creation: A New Approach to Preservation of Digitally Born Document. School of Information Sciences Research Forum, University of Tennessee. 29 November 2003.

Bringing ETDs to your University: An Interactive Session, facilitator and organizer for plenary session presentation which includes an international panel and multilingual attendee participation. Presented at the Sixth International Symposium on Electronic Theses and Dissertations, Humboldt-University Berlin, Germany, May, 2003.

Fusion or Friction? Exploring the Relationship between Mass Communication and New Media. Department of Communication, University of Kentucky. 26 February 2003

A Tool for All Scholars: Tips for Conducting Focus Group Research. College of Communication and Information Studies Spring Colloquia Series: Research Methodologies, 6 February 2003.

Facilitating Constructive Class Discussion in Times of Social Crisis, panel member of the Roundtable "Teaching Communication in Times of Social Conflict." Intercultural Division, International Communication Association Conference, Seoul, Korea, 16-23 July, 2002.

Let's Talk ETDs: An Interactive Session, facilitator and organizer for the opening plenary session presentation which included an international panel and attendee participation. Presented at the Fifth International Symposium on Electronic Theses and Dissertations, Brigham Young University, 30 May, 2002.

Student Performance, the Library Media Center and the Information Technology Environment. A review of the research findings from the White and Allard study of CATS scores and Library Media Center reports. Presented to the Shelby County Public Schools Librarians, 27 Nov 2001.

Leadership Development Workshop -- "Focused Talk: Learning What your Organization's Members are Thinking". Session was designed at the request of the Society to help organizational leaders hone skills to gather information from membership to aid in strategic planning decisions. Presented at the ASIST Annual Conference, Washington, D.C., 4 Nov 2001.

ETDs as an Institutional Innovation: A Student's Perspective. Invited speaker at a plenary and breakout session at the Fourth International Symposium on Electronic Theses and Dissertations, Caltech, California. 22-24 March, 2001.

The Open Archive Initiative: Facilitating Information Access and Fueling Knowledge Creation. Seminar presented at the Center for Computational Sciences, University of Kentucky. 6 Feb 2001.

Optimizing Knowledge: Technology as a Tool to Remove the Barriers between Disciplines. Seminar presented at the Center for Computational Sciences, University of Kentucky. 8 Feb 2000.

Digital Libraries: Taming the Information Frontier. Invited speaker at the American Society for Information Science, Southern Ohio Chapter, Annual Meeting and Awards. University of Kentucky, William T. Young Library, 29 Sept 1999.

Refereed Conference Presentations

Training the University Community for Self-Archiving in Institutional Repositories. Allard, S.L., Metros, S., Mack, T., and Feltner Reichert, M.This is in collaboration with the Ohio State Instructional Technology team. EDUCAUSE Southeast Regional Conference, June 6-8, 2005.

The role of librarians in implementing institutional repositories. Allard, S.L., Mack, T. and Feltner Reichert, M.   ACRL 12th National Conference in Minneapolis, April 7-10, 2005.

Information and women's power: empowering women to share, acquire, and preserve knowledge with institutional repositories. Mack, T., Feltner Reichert, M., and Allard, S.L. Women and Power Conference, March 3-5, 2005, Middle Tennessee State University

* Informed Creation: The Role of ETDs in the Preservation of Digitally Born Documents, Allard, S. Seventh International Symposium on Electronic Theses and Dissertations. Lexington, Kentucky. June, 2004.

Sensation seeking and impulsive vs. rational decision-making as moderators of perceived effectiveness of HIV/STD public service announcements. Zimmerman, R.S., Palmgreen, P., Noar, S.M., Lustria, M.L.A., Matuza, & Allard, S.L. American Public Health Association, San Francisco, CA. November 15-19, 2003.

Familial Cancer in Appalachia: **Genetic Testing Intentions.** Kelly, K.M., Andrews, J., Case, D.O., Allard, S.L., & Johnson, J.D. 22nd Annual Education Conference of the National Society of Genetic Counselors, Inc., Charlotte, North Carolina, September 11-16, 2003.

Child Health Care Visits: Adult Cancer Prevention Phase 1. Love, M., Costich, J., Anyaegbunam, C., Allard, S., Hall, L., Joyce, J., Linville, L., Rubio, A. and Stapleton, B.   [will update conference name and dates]

Genomics: The perfect information seeking research problem. Johnson, J.D., Andrews, J.E., Allard, S., Case, D.O. Health Communication Division, International Communication Division, San Diego, California, June, 2003.

Focus Group Recruiting in Health Communication Campaigns: Lessons from a Project on Risky Sexual Behavior, Allard, S., Palmgreen, P., & Zimmerman, R.   Health Communication Division, International Communication Division, San Diego, California, June, 2003.

Roma and the E-Media, Intercultural Division, International Communication Association Conference, Seoul, Korea, 16-23 July, 2002.

How Information Seeking Models and Theories Portray the Avoidance of Information, Case, D.O., Johnson, J.D. Andrews, J.E., & Allard, S.L., International Communication Association Conference, Seoul, Korea, 16-23 July, 2002. **_Top 3 Paper in Health Communication Division._**

Using Knowledge Management to Facilitate Medical Research, Allard, S. & Andrews, J.E., Medical Library Association Conference, Dallas, TX, 17-23 May, 2002.

New Challenges and Perspectives of Cancer Genetics Information Seeking, Andrews, J.E., Johnson, J.D., & Allard, S. Medical Library Association Conference, Dallas, TX, 17-23 May, 2002.

Digital Libraries: An Environment for Enhancing Knowledge Creation in Developing Nations. The 4th International Conference of Asian Digital Libraries, Bangalore, India, 10-12 Dec 2001. Organized by University of Mysore and IIT in collaboration with NISSAT DSIR, Govt of India.

A Model for Understanding and Affecting Cancer Genetics Information Seeking, Johnson, J.D, Andrews, J.E. Allard, S., ASIST Annual Meeting, Washington, D.C., 3-8 Nov 2001.

Knowledge Creation: Advancing and Innovating Ideas. College of Communications and Information Studies Graduate Student Symposium, University of Kentucky. 13 April 2001.

Creating Knowledge, It's in the Organization. 6th Annual Convention of the American Communication Association. University of Louisville, Kentucky. 29 Sept. 2000.

Metamorphosis: Understanding DL Document Creators.   Poster, Association of Computing Machinery's Digital Library '00 Conference. San Antonio, TX. 4-7 June 2000.

Removing Barriers for Scholarly Communication between Disciplines. College of Communications and Information Studies Graduate Student Symposium, University of Kentucky. 4 March 2000.

Digital Libraries: A Frontier for LIS Education. ALISE 2000 Annual Conference, San Antonio, TX, 13 Jan 2000.

Erasing the Barrier between Minds: Freeing Information, Integrating Knowledge. 5th Annual Convention of the American Communication Association. Journal. 1 Oct. 1999.

Other Items of Note

Visiting Faculty, International School of Information Management, University of Mysore, Mysore, India. Helped with conceptualization of some aspects of the curriculum.

Organizer, *Developing an Intercultural Toolkit for Leadership in the Information Age,* University of Tennessee, October 30-Nov 1, 2006.

Organizer, *The New Latino Immigration to Tennessee Opportunities and Challenges.* University of Tennessee, March 31- April 1, 2006.

Organizer/Collaborator, *Educol India.* **Edu**cational **Col**laboration between the University of Tennessee (United States) and Jadavpur University (**India**): Cross-Cultural Teaching Clusters in an International Learning Community. Other Collaborators: Dr. Bharat Mehra, University of Tennessee; Dr. Kalyankumar Datta, Jadavpur University. Spring 2006.

PROFESSIONAL ACTIVITIES

Editorial

Guest Editor, *ACM Crossroads Student Magazine*. Databases Issue, Spring 2001 - 7.3. posted Call for Papers, corresponded with potential authors and reviewers, reviewed all submitted articles and wrote issue introduction. Available at http://www.acm.org/crossroads/xrds7-3/

Organizational

NETWORKED DIGITAL LIBRARY OF THESES AND DISSERTATIONS

Member, **Board of Directors,** 5/03- present.
Chair, Public Relations Committee 2004-2006
Chair, Adobe Task Force 2003-2006
Chair of Conference Committee 2003-2004
Member of Conference Committee 2004-present
Member of Executive Committee 2003-2004
Member of Membership Committee. 2003-present

Member, **Steering Committee –**5/02-5/03.
Member, Task Force on Bylaws.

Co-Chair, Seventh International Symposium on Electronic Theses and Dissertations*.* University of Kentucky, 3-5 June 2004.

Program Committee, Eighth International Symposium on Electronic Theses and Dissertations. University of New South Wales, Australia. To be held Sept, 2005.

AMERICAN SOCIETY FOR INFORMATION SCIENCE & TECHNOLOGY

Member, **Board of Directors,** 11/05-11/08

ADD 2007 PROGRAM COMMITTEE

Judge, **2004 International Paper Contest on Digital Library or Information Science Technology in Developing Countries.** Sponsored by International Information Issues SIG

Panel Co-Chair & Session Organizer, **"Digital Libraries in Action: The Latin American and Caribbean Experience"** ASIST Annual Meeting, Long Beach, CA, Oct 2003.

Judge, **2003 International Paper Contest on Digital Library or Information Science Technology in Developing Countries.** Sponsored by International Information Issues SIG

Member, **Annual Meeting Planning Committee for AM2004,** 2003-2004.

Chair, **ASIST Digital Library Task Force.** Nov. 2002- 2005.

Member, **Marketing Task Force.** 2004-2005.

Member, **Website Redesign Project,** June 2003 – 2005.

Member, **Leadership Development Committee,** 2003-2005.

Member, **Information Science Education Committee,** 2003-2005.

Member, **Nominating Committee,** 2002-2003, 2004-2005.

Member, **Watson Davis Award Jury,** 2002-2004.

Member, **SIG of the Year Jury,** 2002-2003.

Member, **SIG Member of the Year Jury,** 2002-2003.

Member, **Jim Cretsos Award Jury,** 2004-2005.

Panel Chair & Session Organizer, **Digital Preservation: Spanning the Distance from Past to Future.** ASIST Annual Meeting, Providence, Rhode Island, Nov 2004.

Member, **Membership Committee,** 7/02-present.   Member of work group which created white paper about encouraging international memberships.

Chair, **Special Interest Group – Digital Libraries**. 11/01-11/02.

Judge, **2001 International Paper Contest on Digital Library or Information Science Technology in Developing Countries.** Sponsored by International Information Issues SIG

Panel Chair & Session Organizer, **"The Making of a DL: Getting the Census Bureau Online".** ASIST Annual Meeting, Washington, D.C., 3-8 Nov 2001.

Panel Chair & Session Organizer, **"e-Sphere: Technology, Information and the Networked Future".** A conversation with Dr. Joseph Pelton, ASIST Annual Meeting, Washington, D.C., 3-8 Nov 2001.

AMERICAN SOCIETY FOR INFORMATION SCIENCE & TECHNOLOGY (cont.)

Member, ASIST Digital Library Task Force. The committee was charged with making recommendations to the Board of Directors about implementation of a digital library of association publications. 11/00-11/02.

Co-Founder & Chair-elect, **Special Interest Group – Digital Libraries**. 6/00-10/01. Assisted in establishing the new SIG, planned technical program for the 2000 & 2001 ASIST annual meetings including inviting speakers and serving as panel chair.

Panel Chair & Session Organizer, **"Digital Libraries and their Role in Knowledge Dissemination and Creation".** Speakers included Clifford Lynch, director of Coalition for Networked Information; Dr. Herbert Van de Sompel, University of Ghent and Dr. Shalini Urs, University of Mysore, India. ASIST Annual Meeting, Chicago, IL, Nov 2000.

Panel Chair, **"Assessing the Web and Digital Libraries".** Invited papers about digital libraries. ASIST Annual Meeting, Chicago, IL., Nov 2000.

ASSOCIATION OF LIBRARY AND INFORMATION SCIENCE EDUCATORS

Member, *Conference Program Planning Committee,* 2006 Conference
Chair, Juried Papers Jury, 2006 Conference
Reviewer, Juried papers, 2005 Conference

OTHER ORGANIZATIONAL WORK

Co-Chair, **Appalachian Regional ETD Consortium Organizing Committee.** 6/02 - present.

Poster Session Moderator, **15th National Conference on Undergraduate Research**. University of Kentucky, Lexington, KY. March 2001.

Panel Chair, **"Genetic Influences on Health Behavior",** Kentucky Conference on Health Communication, Lexington, KY. 14 April 2000.

Member, **Virginia Tech Digital Library Research Lab**. 8/99 – present. Virtual participant, comment and edit papers etc.

Information Officer, **Board of Directors, American Communication Association.** 10/99-12/02. Served as a member of the ACA 2000 Convention organizing committee and ACA Information Officer.

Reviewer

Association of Library and Information Science Educators, 2005 juried papers
Association of Educators in Journalism and Mass Communication, 2004, 2005, 2007 juried papers
Journal of the American Society of Information Science and Technology
Communication Theory
International Communication Association Health Division, 2003, 2004, 2005 convention papers
Handbook of Knowledge Management
Journal of Computer Information Systems, **member editorial review board,** Nov 2001- present
ACM Crossroads Student Magazine. Databases Issue, Spring 2001 - 7.3.
Grant Reviewer, **National Science Foundation**. 1/2000

Other Professional Activities

Current member of:
American Society for Information Science & Technology
Association of Computing Machinery
Association of Library and Information Science Educators
International Communication Association
IEEE

TEACHING EXPERIENCE

COURSES TAUGHT AT THE UNIVERSITY OF TENNESSEE

CI610: Perspectives on Communication and Information Knowledge and Research I (doctoral) Fall 2006, 2007

CI612: Fundamentals of Communication Research (doctoral) Spring 2006

IS530: Information Access and Retrieval Co-taught in Fall of 2003, Fall 2005 (DE), Fall 2006 (DE), Fall 2007 (DE)

IS537: Information Industry Fall 2005

IS560: Development and Management of Collections Spring 2004 DE, Fall 2004, Spring 2005, Spring 2007

IS565: Digital Libraries and Electronic Publishing Spring 2004, Spring 2005 (Combined), Spring 2006 (Combined), Spring 2007 (DE)

IS583: Information Systems Fall 2004 (Combined)

ADD CI651, IS601

INDEPENDENT STUDIES DIRECTED

ADD MARIA SOCHOR

Melodies of Meaning: Investigating the Role of Music in Participants' Everyday Lives: M. Justin Davis (Com Studies, Doctoral student, Fall 2006)

Digital Libraries and Socio-economic Development: Meghan Miller (Fall 2005)

Building an Electronic Journal Policy for a National Medical Association: Dean Ruppert (Fall 2005)

Metadata Trends in Digital Libraries: Decision-making in the Arrowmont project: Philip Young (Summer 2005)

Collection Development and Management of Unique Media at a Television Production House: Libby Sherrill (Spring 2005)

Web site on the "Basics of Theological Research" for pastors: Robert Martin (Spring 2005)

The Collection of early Korean Images: Hanbok, the art of Korean Clothing Digital Library: Dukran Park (Spring 2005)

Theological Digital Libraries: Robert Martin (Summer 2004)

User-Centered Website Development for a Community Agency: Cindy Lancaster (Summer 2004)

UT Classics Department and D-Space: Iris Godwin (Summer 2004)

Knowledge Management Audit of an Information Agency: Jennifer Ball & Susanne Dupes (Summer 2004)

Project Management Plan for Institutional Repository Use by the UT Commission for Women: Melanie Feltner-Reichert (Summer 2004)

Developing and Implementing Electronic Reserves: Ollie Nolan (Summer 2004)

Research Methods to Compare Preservation Practices at 10 Universities: Aimee Leverette (Summer 2004)

Information Architecture in an Information Agency: Laura Blalock (Fall 2003)

STUDENT DIGITAL LIBRARY PROJECTS DIRECTED IN SUPPORT OF THE UT DIGITAL LIBRARY CENTER (SELECTED)

Spring 2006
1. **Scanning Unique items and TEI Encoding -- A Project in support of "From Pi Beta Phi to Arrowmont: Bringing Education and Economic Development to the Great Smoky Mountains, 1910-2004":** Emily Ellis
2. **Displaying Online Historic Topographic Maps:** Greg March

Spring 2005
1.   **Planning and Scanning Unique Materials – A Project in support of "From Pi Beta Phi to Arrowmont: Bringing Education and Economic Development to the Great Smoky Mountains, 1910-2004":** Alison Bentley, Mary Bartolini
2.   **Playbills – The Clarence Brown Collection (DLC proposal) :** Donna Cirenza
3.   **Howard H. Baker, Jr. Collection for the Howard H. Baker, Jr. Center for Public Policy (DLC Proposal):**   Judy Hoff
4. **Hodges Media Center UMATIC Videotape Collection of Notable Lecturers and Speakers (DLC Proposal):** Steven Milewski
5. *The Daily Beacon* **(DLC Proposal):** Catherine Harrill, Lisa Metzer
6. **My Very Dear Wife (Volunteer Voices Project):** Nancy Thomas

STUDENT DL PROJECTS DIRECTED FOR THE UT DIGITAL LIBRARY CENTER (CONT.)
Spring 2004
1. **Digitizing historical maps**: Eric Arnold
2. **Project Management Plan: William Cox Cochran Digital Photograph Collection**: Tiffani Connor
3. **A digitization standards work plan for the UT DLC**: Gina Costello
4. **History of Women at UT (collection development plan & project proposal)**: Melanie Feltner-Reichert
5. **Design template research**: Heather Hays
6. **Comparison of DSpace and Fedora for use in an Institutional Repository**: Cindy Lancaster
7. **Intellectual property issues for DLs**: Bonnie Morgan
8. **Technology Applications in DLs & Usability Study**: Kyoungsik Na
9. **A study of project management for DL projects**: Beverly Simmons
10. **Derris Collection Digitization & metadata**: Yan Zhang & Iris Godwin

STUDENT DIGITAL LIBRARY PROJECTS DIRECTED IN SUPPORT OF OTHER INSTITUTIONS (SELECTED)

ADD SPRING 2007

Spring 2006
1. **Jadavpur University, Kolkata, India – Institutional Repository Preparation:** Ollie Nolan, Joel Kovarsky, Barbara Kreuter, Rebecca Dickenson
2. **Jadavpur University, Kolkata, India – Using DLs to Help Public Libraries:** Susan Fisher, Margaret Brown, Kathy Grimenstein, Annie Powell
3. **Vanderbilt University, Nashville, TN -** *Discours social/Social Discourse* **in D-Space**: Chris Benda
4. **Mariner's Museum, Newport News, VA – Developing a DSpace Collection of Civil War Ironclad Vessel Plans**: Greg Cina
5. **Harding University, Searcy, AR – Historical Blueprint Digital Library**: John Boone
6. **Middle Tennessee State University – John S. Mitchell Collection of Tennessee Music (a Volunteer Voices Collection)**: Grover Baker
7. **Tennessee State Library and Archives - The Kenneth D. Rose Music Collection (a Volunteer Voices Collection):** Genny Carter
8. **University of Tennessee Center for Children's and Young Adult Literature - A Storytelling DL:** Corey Dyke, Carly Hamlett, Lauren Jursbergs, Anthony Schlagel, Lei Wu

Spring 2005
1. **Getty Research Institute, Los Angeles, CA – Designing a Metasearch Application for the Digital Library Integrated Access:** Charles Hillen
2. **Lewis Ginter Botanical Gardens, Richmond, VA - Digitization of the A. Descubes Collection (paintings & digitization):** Rebecca Dobyns
3. **Vanderbilt University, Nashville, TN – Digitizing the Vanderbilt Television News Archive:** Herschel Pollard
4. **East Tennessee State University, Johnson City, TN – Digitizing Collections for the Archives of Appalachia:** David Adkins, Jimmy Malone
5. **Gray Fossil Site (ETSU), Gray, TN – Designing the Gray Fossil Site Digital Library:** Michel Strutin
6. **UT-SIS – Building an OAI Harvestable Collection for Dr. Carol Tenopir:** Dan Greene
7. **UT-SIS – Course Lib DL:** Course Lib Team

Spring 2004
1. **International Information Associates – Business Development DL:** Jennifer Ball, Susan Dupes
2. **Berry College Alumni, GA:** Bill Gee, Tollie Banker
3. **NDLTD, ETD Survey of Humanities Editors & Publishers:** Bobby Holt
4. **Uganda National ETD Framework for Institutions:** Dick Kawooya
5. **UT Commission for Women – History of Women at UT:** Melanie Feltner-Reichert
6. **ORNL – Laser Research DL:** Ekaterina Danilova

STUDENT COLLECTION DEVELOPMENT PROJECTS DIRECTED IN SUPPORT OF AGENCIES (SELECTED)

ADD SPRING 2007

Spring 2005
1. **Habitat for Humanity, Knoxville, TN:** Bethany Baeuerlin
2. **American Legion, Chattanooga, TN:** Allison Bentley, Max Steele
3. **Annor Mosque, Knoxville:** Sean Blevins
4. **Country Music Hall of Fame, Nashville, TN:** Genny Carter
5. **Roane County Medical Center Sleep Center, TN:** Arlene Cherry
6. **ORNL:** Corey Dyke, Desiree Fox
7. **West Hills Elementary:** Christopher Dykes
8. **UT Women's Coordinating Council:** Amy Elliott
9. **Cocke County HS Choir, Newport, TN:** Arwen Garrett
10. **Tennessee Early Intervention System:** Catherine Harrill, Amy Taylor
11. **McClung Museum:** John Jacobs, Gregory March
12. **William Blount High School:** Charles Josvanger, Laura Maddux, Cara Webster
13. **UT Computer Science Department:** Bobby Maisnam
14. **Bushy Mountain State Prison:** Anthony Schlagel
15. **Commission for Women:** Liuyan Yang

Spring 2004
1. **International Small Craft Center, The Mariner's Museum, Newport News, VA:** Jennifer Anielski
2. **Fresnius Medical Care of North America Dialysis Centers:** Carol Barbee
3. **Union University, Germantown, TN:** Jeannie Byrd
4. **The Muslin Community of Knoxville:** Leila Emara
5. **Bowie Park Nature Center, Fairview, TN:** Kathy Grimenstein
6. **Clarksville Arts and Heritage Development Council, Clarksville, TN:** Martha Hendricks
7. **Memphis Shelby County Public Library:** Julie Gilmore
8. **Bartlett Branch Library, Memphis, TN:** Jesse Poole
9. **Middle Tennessee State Dept of Physics:** Zinia Randles
10. **Buchanan Humane Society, Grundy, VA:** Rebecca Belcher
11. **Virginia Historical Society, Richmond, VA:** R. Dobyns
12. **Old Dominion University, Special Collections, VA:** Susan Catlett
13. **Rainbow Alliance, ETSU:** Jimmy Malone, Jeff Sizemore
14. **Eating Disorders Coalition of Tennessee:** Herschell Pollard
15. **Newport News Public Library, Newport News, VA:** Jennifer Mitchell
16. **Bethesda Museum, Bethesda, MD:** Susan Fisher
17. **St. Anne Catholic School, Bartlett, TN:** Sara Darling
18. **St. Bernadette Catholic School, Springfield, VA**: Kathy Murtha
19. **Montessori Academy, Brentwood, TN**: Susan Timmons
20. **Harrison Elementary School, Hamilton County, TN:** Megan Flerchinger
21. **Wesley Memorial Methodist Church, Johnson City, TN:** Amy Adams
22. **First Baptist Church, Nashville, TN:** David Anderson

GUEST LECTURES AT UNIVERSITY OF TENNESSEE
CI620 Seminar in Communication and Information Education (doctoral), Fall 2005
CI612 Fundamentals of Communications Research (doctoral), Spring 2005
JEM480 Radio-TV Programming, Fall 2003, Spring 2004, Fall 2004, Spring 2005, Spring 2006
JEM302 Readership and Audience Analysis, Spring 2006
IS590 Preservation, Spring 2004, Spring 2005
COM512 Mass Media Research Methods, Fall 2003
IS590 Knowledge Management, Fall 2003

COURSES TAUGHT AT THE UNIVERSITY OF KENTUCKY
COM453: Mass Communication and Social Issues (cross-listed as TEL453)
COM449: Social Processes and Effects of Mass Communication (cross-listed as SOC449)
JOU204: Writing for Mass Media (Broadcast & Print)
ISC261: Strategic Planning and Writing

Student Evaluations of Instruction

Consistently high ratings across all courses, documentation available on request.

University, school and department service

    Member, **Graduate Studies Committee, UT College of Communication & Information,** 2006-2007

    Member, **Faculty Affairs Committee, UT School of Information Sciences,** 2006-2007

    Member, **Ad Hoc Comprehensive Examination, UT School of Information Sciences,** 2006-2007

    Member, **Ad Hoc Outreach, UT School of Information Sciences,** 2006-2007

    Chair, **Comprehensive Test Committee**, **UT School of Information Sciences,** Summer 2006

    Member, **Faculty Search Committee**, **UT School of Information Sciences,** Fall 2005 - Spring 2006

    Member, **Organizing Committee,** *The New Latino Immigration to Tennessee Opportunities and Challenges.* University of Tennessee, March 31- April 1, 2006.

    Member, **Ad-hoc Committee for Strategic Planning, UT School of Information Sciences**, 2005-2006

    Member, **Ad-hoc Committee for Admissions, UT School of Information Sciences,** 2005-2006

    Member, **Curriculum Committee, UT School of Information Sciences,** 2004-2005, 2005-2006

    Chair, **Student Affairs Committee, UT School of Information Sciences,** 2003-2004, 2004-2005

    Chair, **Comprehensive Test Committee, UT School of Information Sciences,** Fall 2004

    Member, **Undergraduate Affairs Committee, UT College of Communication & Information,** 2004-2005

    Facilitator, **Life of the Mind,** Fall 2004, Fall 2005

    Member, **University of Tennessee Digital Library Steering Committee.** Fall 2003- present

    Chair, **Student Affairs Committee, UT School of Information Sciences.** 2003-2004

    Member, **Faculty Affairs Committee, UT School of Information Sciences.** 2003- 2004

    Member, **Faculty Search Committee, UT School of Information Sciences.** 2003- 2004

    Member, **University of Kentucky Graduate Council.** Student representative for academic year 2002-2003.

    Member, **University of Kentucky Graduate Council GRE Working Group.** Charged with examining and reporting the use of the GRE in units across the academic and medical campuses..

    Member, **Kentucky Conference on Health Communication 2002 Planning Committee.** Sponsored by the Department of Communication, University of Kentucky.

    Member, **Communication Symposium Committee, Graduate Student Association**, College of Communication & Information Studies, University of Kentucky. 9/2000 - 4/2001. Symposium was held April 13 & 14, 2001.

    Member, **UK School of Library and Information Science Planning Committee**. Academic years 1999-2000, 2001-2002, 2002-2003.

    Member, **University of Kentucky Graduate School's Ad Hoc Committee on Electronic Theses and Dissertations**. 12/99- 5/03. Committee convened to study the adoption and implementation of ETDs. First year's report available at http://www.rgs.uky.edu/gs/ETDCommitteeReport.pdf.

PROFESSIONAL EXPERIENCE

Consultant & Freelance Writer, 3/94 - 8/99.

- Provide consulting services to a small group of entertainment industry clients focusing on creative development and marketing of entertainment product.
- Primarily create "bibles" from secured literary properties, assess audience reaction to pilot episodes, and write sales-oriented coverage for both produced and un-produced properties.
- See listing under Research Frontiers for a more in-depth description.
- Freelance writing includes travel, profile and "how to" pieces within my hobby areas. Work published in LOS ANGELES DAILY NEWS , HORSE ILLUSTRATED, WESTERN HORSEMAN, HORSEPLAY, SUPER OUTDOORS, HORIZONS, etc.

Editor-in-Chief, SUPER OUTDOORS, 9/95 - 6/97

SUPER OUTDOORS was an outdoors magazine for youths with regular issues published bimonthly and also featuring biannual special editions. Under my tenure eight regular issues and two special issues were produced.

- Worked with publisher to establish organizational structure of enterprise. Created materials to train staff.
- Created magazine design based on publisher concept: delineated content parameters, created departments and established the overall look of the magazine.
- Devised, negotiated and oversaw implementation of marketing campaign, which included gaining and coordinating participation from established companies such as Zebco, Cabela's, and other outdoor manufacturers. Created marketing materials including those aimed at consumers, advertisers, and media.
- Responsible for all editorial duties including issue planning, solicitation of articles and photos, editing submissions, and writing articles.
- Responsible for all aspects of pre-press including graphic design and layout on Quark Xpress.
- Created and maintained relationship with printer, including setting procedures for processing an issue within deadline constraints at an economical rate.
- Represented the magazine to professional organizations and corporate entities.

Vice President/Partner, Research Frontiers Corporation (RFC), 3/77- 3/94.

RFC was a highly regarded firm based in California which offered consulting services to the television and motion picture industries, regarding the creative development and marketing of entertainment product and associated technologies. Company was closed in 1994 when my partner retired, and I moved to Kentucky. Clients included Warner Bros. Television, Paramount Studios, Universal Television, Columbia Television, Hanna-Barbara Productions, Marvel Productions, Sunn Classic Pictures and the NBC and CBS networks. Worked directly with show producers, studio executives and network executives to create better entertainment product through research focusing on development and maintenance. The list of shows we worked on is too extensive to list completely, some are: Murphy Brown, Magnum P.I., Young Indiana Jones, Growing Pains, Night Court, Simon & Simon, China Beach, The Bourne Identity (mini-series), Miami Vice, Law & Order, Columbo (long form), V (mini-series and series), Head of the Class, Perfect Strangers, Dallas, The Young and The Restless, The Smurfs, X-Men, Transformers, Grizzly Adams, etc.

RATINGS*:* Analyzed ratings materials and prepared daily status memos, weekly review memos, and sales memos based on overall performance, competitive relationships and demographics. Liaison with Nielsen technical personnel.

QUANTITATIVE RESEARCH: Responsible for all aspects of national and international studies (intercept, telephone, theater, cable etc.) including questionnaire preparation, sample coordination, field operative management, data verification, data analysis and report writing.

QUALITATIVE RESEARCH: Responsible for all aspects of research including focus group design, screener design, acting as moderator, client hosting, and report writing.

PRODUCT DEVELOPMENT: Wrote "bibles" translating literary product into a format that could be scripted for the screen. Wrote coverage that was used for selling first-run syndicated product in both the national and international markets.

FIN-SYN PARTICIPATION: Researched and co-authored report studying decades of production and television programming relative to studio financial investment in product . Report was used to argue Fin-Syn on Capitol Hill.

Vice President/Partner, Research Frontiers Corporation (RFC), 3/77- 3/94 (cont.)

PRESENTATIONS: Designed presentations about product performance and industry environment for use at Warner Bros. corporate retreats. Responsibilities included compiling data, creating slides/charts/gels, writing and producing accompanying "hard copy" reports that were needed for individual distribution.

TECHNOLOGY: Conducted research and/or provided recommendations on a wide variety of technology related issues including:

- audience reception of videotape versus film,
- the implementation and viability of video sets in airline seats,
- consumer acceptance and usage of videotape machines (time-shifting habits etc),
- consumer interest in video rentals,
- leisure time usage of technology related items,
- the design and implementation of an industry-wide database reporting on production status and talent availability (for one client), and
- the introduction of computers into the executive suite (WB-TV).

Chief Operating Officer, America's Choice Theatre (ACT), 1/89- 9/90.

Held duties concurrently with work at RFC. ACT previewed new television product to consumers and measured their response with high technology information systems. Was a founding team member.

- Co-designer of research methodology.
- Liaison with technology team for entertainment industry concerns. Helped develop new software to meet client needs, helped assess and improve input devices, helped troubleshoot technology implementation design in theater setting.
- Developed theater operations systems
- Prime liaison to clients.
- Oversaw daily operations to assure proper testing environment.
- Wrote manual for sales personnel and helped design marketing plan.