

# Margo Gustina

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## EDUCATION

University of New Mexico Ph.D. – Economics February 2025  
*Shelter from the Storm: Public Library Value and Community Adaptive Capacities*  
Co-chairs: Jingjing Wang & Robert Berrens  
Syracuse University M.S. – Library & Information Science August 2012  
SUNY Empire State College B.A. – Cultural Studies/Comparative Literature April 2011

## NATIONAL RESEARCH GRANTS

Libraries in Community Systems Northern New York Library Network  
September 2021 – August 2025  
Role: Principal Investigator  
Funding Source: IMLS Grant # LG-250030-PLS-21; \$305,504  
Product website: <https://lincs.nnyln.org>  
Data repository: <https://osf.io/9jwmq/>

Rural Libraries & Social Wellbeing Southern Tier Library System  
October 2018 – July 2021  
Role: Principal Investigator  
Funding Source: IMLS Grant # RE-96-18-0134-18; \$331,176  
Product website: <https://rurallibraries.org>  
Data repository: <https://osf.io/wb56g/>

## POST-SECONDARY TEACHING EXPERIENCE

University of New Mexico, Albuquerque, NM  
Instructor – Economics Department, 2023

- Designed 16-week Principles of Macroeconomics web-enhanced F2F undergraduate course for critical inquiry and complex problem solving
- Implemented interactive design with over 50 students in regular attendance
- Matched students to real-world experiences through special guests and opportunities for extension

Syracuse University, Syracuse, NY

Adjunct Instructor – School of Information Studies, 2018 – 2021

- Designed synchronous sessions to accompany Motivating 21<sup>st</sup> Century Learners 2SU MSLIS graduate course in instructional design
- Expanded school media course audience for higher education and public library contexts

## PROFESSIONAL EXPERIENCE

University of New Mexico, Albuquerque, NM

Senior Program Manager, 2024 – Present. Oversee the management of National Science Foundation funded multi-institution award to research indoor farming as a secure sustainable subsistence and market pathway within tribal communities in New Mexico, South Dakota, and Wyoming.

Principal Investigator (Remote) Northern New York Library Network 2021 – 2024

*Project: Libraries in Community Systems*

- Developed project budget, scope, and outcomes in regular consultation with agency partner and federal funder
- Responded to published findings by shifting project plans to fill ongoing research needs in the field of libraries and social wellbeing
- Model and data identification, management, and analysis
- Long term and immediate task flow, assignment, and supervision
- Collaboratively design ongoing community-based research projects research team and library partners

Sunday Librarian Institute of American Indian Arts, Santa Fe, NM 2022 – May 2023

- Support Institute alumni, faculty and students' information and research needs on Sunday by assisting with technology, writing, and reference
- Supervise and support the service style of student workers
- Original and copy cataloging for best access with a mixed Dewey/Cutter system in a specialized collection

Deputy Director Southern Tier Library System, Painted Post, NY 2014 – 2021

Support cooperative membership in building organizational capacity and community capability through resource sharing, structured partnership, education, policy development, and direct services.

*Administration*

- Public library data coordinator for 48-member outlet system.
- Supervised materials processing, delivery, and outreach collection colleagues and work tasks.
- Administrative stand-in for organization internally and with external policy makers
- Consulted with and facilitated processes for member library boards and directors on administrative, funding, governance, and planning practices
- Policy guidance and evaluation using structured interviews, focus groups, usage and community data

*Division of Library Sustainability*

- Designed, sought funding for, and implemented statistical, action, and mixed method national research to identify advancements in funding, design, education, governance, service delivery, and community integration
- Collaboratively developed, tested, and made independent resources for evidence-based funding campaign plan design implemented by NY's non-profit public libraries since 2015

- Built coalition solution to disconnect between proven continuing education pedagogy and the cost of high-touch cohort driven learning to smooth the gap between available formal instruction in librarianship and practice of running a small community library (LEAD program)
- As part of a state-wide coalition, created and implemented a sustainability thinking training for library-municipality partner teams (NYLA-SI Community Change Agents)
- In partnership with member libraries conducted service expanding or improving action research into fine-free policies, material handling, resource sharing, centralized cataloging, and strategic planning with community engagement tools

Project Coordinator South Central Regional Library Council, Ithaca, NY 2014 –2015

- Designed History Unbound curriculum for teacher – librarian teams
- Launched History Unbound LibGuides organizing Library of Congress primary source resources by state educational standards
- Coordinated funding through Library of Congress Teaching with Primary Sources grant program

Teacher Librarian South Seneca Central School District, Ovid, NY 2012 – 2014  
Collaboratively designed, implemented, and assessed formal and informal instruction for students and faculty.

- Managed technology roll out for student 1 to 1 device program which incorporated stakeholder guidance from selection to instruction
- Collaboratively designed and facilitated continuing education
- Co-created informal learning and belonging spaces with young adults
- Compiled, analyzed, and delivered timely workforce performance reporting across multiple client accounts to key decision-makers

Manager Central Arkansas Library System, Little Rock, AR 2005 – 2008  
Bookstore, auction and online sales manager in the Cox Creative Building on the Main library campus as part of CALS community embedded approach to public libraries.

- Managed multi-story bookstore and arts space for public library system
- Cooperatively, with Adult Programming and branch managers, held author events and book signings across (then) 11 branch system
- Administered system-wide community materials donation system
- In partnership with System Director, established history materials redistribution program to allow under-funded schools access to a catalog of free state required books

## **PUBLICATIONS**

### **Peer-Reviewed Journal Articles**

Gustina, M. (Accepted, under revision). Impact of Public Libraries on Rural High School Graduation, 2011-2020.

Gustina, M., Guinnee, E., Bonney, R., & Decker, H. (2022). Pathways to wellbeing: Public library service in rural communities. *Journal of New Librarianship*, 7(1), 159-189. <https://doi.org/10.33011/newlibs/11/14>

Gustina, M. (2018). Critical optimism: Reimagining rural communities through libraries. *In the Library with the Lead Pipe*. <http://www.inthelibrarywiththeleadpipe.org/2018/critical-optimism>

### **Invited Articles & Book Chapters**

Gustina, M., & Norton, M. (2022). Rural Libraries Do It All. *Library Journal*, 147(7), 9-12. <https://www.libraryjournal.com/story/There-Are-No-Lanes-Rural-Libraries-Do-It-ALL-Backtalk>

Guinnee, E.M., Gustina, M. (2021). Role of Rural Libraries in Supporting Social Well-Being in their Communities: participatory research to support social justice. Chapter in *Social Justice Design and Implementation in Library and Information Science* (pp. 30-44). (Bharat Mehra, ed.). Routledge.

Gustina, M. and Guinnee, E.M. (2017). Why Social Justice in the Library? The case for shifting library policy, practice, and culture toward radical inclusivity. *Library Journal*, 142(10), 52-55. [https://www.libraryjournal.com/?detailStory=why-social-justice-in-the-library-outreach-inreach#\\_](https://www.libraryjournal.com/?detailStory=why-social-justice-in-the-library-outreach-inreach#_)

### **Working Papers**

Gustina, M and Berrens, B. (working paper). Voters Reveal Public Library Value.

Gustina, M. (in-process). When the Libraries Closed, Too: COVID closure impacts on high school completion. Preprint: <https://doi.org/10.31219/osf.io/7qzau>

### **Datasets, Interactives, & Reports**

Gustina, M. and Henry, C. (2024). Library Contribution to Social Wellbeing Calculator & Data Dashboards [web-based interactives]. <https://lincs.nnyln.org/calculator>

Gustina, M. (2024). Library Value from Public Funding Referendums [datasets]. <https://doi.org/10.17605/OSF.IO/M7CBN>

Gustina, M. (2024). Library Index: replication and expansion [datasets]. <https://doi.org/10.17605/OSF.IO/SWQJC>

Gustina, M. (ed). (2022). You Build Pathways to Wellbeing [workbook]. <https://rurallibraries.org/toolkits/>

Gustina, M., Guinnee, E.M., Decker, H. (2021). Rural Libraries & Social Wellbeing Community Stories. [report]. <https://rurallibraries.org/case-studies/>

Gustina, M. (2021). Research & Policy Brief, 2021. [report]. <https://rurallibraries.org/research-policy-brief/>

- Gustina, M., Decker, H., Guinnee, E. M., Johnson, J.W. (2021). Database of Coded Interviews. [web-based interactive]. [https://rurallibraries.org/field\\_data/](https://rurallibraries.org/field_data/)
- Gustina, M. E., Decker, H., & Guinnee, E. (2020, December 4). Field Data [datasets]. <https://doi.org/10.17605/OSF.IO/69GFR>
- Gustina, M, Decker, H. (2020). Summary of Field Findings. [report]. <https://rurallibraries.org/findings-summary/>

## **SELECT PRESENTATIONS**

- “Valuing Public and Tribal Libraries”. *Virtual Winter Workshop*, Colorado Library Consortium, February 2025.
- “Research and Public Library Data: Examples and Opportunities”. Invited Panelist with Brian Real. *State Data Coordinator Annual Training Meeting*, Institute of Museum and Library Services, January 2025.
- “Choosing Adaptive Capacity: decision tools for public libraries”. Poster. *2024 Fall Research Conference*, Association for Public Policy Analysis & Management, November 2024.
- “Narratives of Belonging in Libraries: research and practices to support social connection”. Invited webinar with Jennifer Peterson. *Bibliotherapy in Libraries Summit*, Washington Library Association, November 2024.
- “Measuring Library Co-Production with Mediation Models”. Paper. Library Research Seminar VIII, September 2024.
- “Libraries in Community Systems: building locally led national research”. Invited Panelist with Ozy Aloziem, Blake Andrew, Justin Cree, Doris Jean Metzger, Kathy Naftaly, and Maveita Richards. *Research in Practice Series*, University of Washington, March 2024.
- “Policies and Plans for Disaster Resilience and Public Preparedness”. Panelist with Junghwa Choi, Xin Han, Lili Li, Farah Nibbs, and Katherine Willoughby. *2023 Fall Research Conference*, Association for Public Policy Analysis & Management, November 2023.
- “Vulnerable Populations (Health)”. Panelist with Theodoros Giannouchos, Bruce Meyer, Angela Wyse, and Mindel Van De Laar. *2023 Fall Research Conference*, Association for Public Policy Analysis & Management, November 2023.
- “Rural Homelessness & Cortland Free Library”. Invited Panelist with Jen Graney. *Libraries & Homelessness*, ALA Social Responsibilities RT Summit, November 2022.
- “Rural Libraries & Social Wellbeing”. Invited Panelist with Hope Decker & Eli Guinnee. Library of Virginia, November 2022.

- “Rural Libraries & Social Wellbeing”. Invited Panelist with Hope Decker & Eli Guinnee. Rhode Island Office of Library & Information Services, April 2022.
- “Rural Libraries & Social Wellbeing: Tools for Action”. Invited Panelist with Hope Decker, Eli Guinnee, and Brenda Heindl. *Rural Library Network Summit*, Partners for Education, December 2021.
- “Libraries Build Pathways to Wellbeing”. Invited Panelist with Hope Decker and Eli Guinnee. *NCompass Live*, Nebraska State Library, December 2021.
- “Cultural Learning & Self-Determination: Interview with Isabel War Trujillo”. Speaker with Isabel War Trujillo. *National Conference*, REFORMA, November 2021.
- “Mutual Aid & Public Libraries”. Invited Speaker. New Mexico Municipal League, September 2021.
- “Rural Libraries & Social Wellbeing Project”. Invited Speaker with Eli Guinnee. *Rural Libraries Summit*, ALA Rural, Native, & Tribal Libraries OAK, May 2021.
- “Care on Purpose: learning from emergence & stewardship”. Speaker with Nasha Taylor. Urban Librarians Conference, April 2021.
- “Libraries Build Pathways to Wellbeing: Methods for Practitioners”. Invited Speaker. *Research Institute for Public Libraries*, Colorado State Library, August 2020.
- “Beta Testing for Wellbeing”. Invited Speaker. *NCompass Live*, Nebraska State Library Commission, July 2020.
- “From Platforms to Pathways”. Invited Speaker. Texas Library Association Annual Conference, May 2020.
- “Hooray for Dissent! Moving Beyond a Culture of Conformity”. Speaker with Eli Guinnee. WebJunction, February 2020.
- “Engage! School Librarian’s Partnership Post-Conference”. Invited Facilitator with Mary Chappel & Rachel Wheeler. Mountain Plains Library Association Annual Conference, October 2019.
- “Hooray for Freedom! Privacy, Confidentiality, & Intellectual Freedom in the Library”. Invited Speaker with Eli Guinnee. 2-part Series for WebJunction in partnership with Association for Rural & Small Libraries and Library Journal, Summer 2019.
- “How Libraries Can Lead Communities to Thrive”. Invited Panelist with Erica Freudenberger. Library Leadership Podcast, May 2019.
- “Best Practices: ‘startlingly efficient and utterly disastrous’”. Keynote. L’Association des bibliothécaires du Québec/Quebec Library Association, May 2019.

“Partnership in the Archipelago”. Keynote. Waves of Change, Oceans of Opportunity Conference, Marigold Library System, May 2019.

“Sneaky Reference: Building Critical Inquiry”. Invited Speaker. Reflecting on Reference, South Central Regional Library Council, May 2018.

Designer & Facilitator. *Rural Resources Symposium: non-profit and librarian administrators envision the future*, Rural Libraries Roundtable, August 2017.

“Hooray for Social Justice! Radical Inclusivity in the Library”. Speaker with Eli Guinnee. Urban Librarians Unite, April 2017.

“Hooray for Freedom! Privacy, confidentiality, and intellectual freedom in the library. Speaker with Eli Guinnee. *Annual Conference*, New York Library Association, October 2016.

“Vision 2020: New York’s Library Systems Foster Innovation”. Panelist with Alicia Abdul, Rebekkah Smith Aldrich, Deborah Emerson, Mary Fellows, Erica Freudenberger, Mary Jean Jakubowski, Sheryl Knab, Sue Kowalski, Joseph Patton, J’aime Pfeiffer, Sue Polos, and Judith Wines. *Annual Conference*, New York Library Association, October 2015.

“Meeting Workers Where They Are: lesson learned from digital literacy training program for library workers”. *Retreat*, Public Library System Directors Organization, August 2015.

“History Unbound: launching a new education resource co-created with librarian-social studies teacher teams”. *Annual Meeting*, South Central Regional Library Council, October, 2014.

## FELLOWSHIPS & AWARDS

Graduate Fellow	Department of Economics, University of New Mexico	2024
Graduate Fellow	Center for Regional Studies, University of New Mexico	2023 – 2024
Bowden Fellow	iSchool, University of Texas at Austin	2023 – 2024
ADVANCE	College of Arts & Sciences, University of New Mexico	2020 – 2023

## AFFILIATIONS

American Library Association  
Association for Public Policy Analysis & Management  
Association for Rural & Small Libraries

## PROFESSIONAL & COMMUNITY SERVICE

Association for Rural & Small Libraries	Program Coordinator	2025 – 2027
Collaborative Institute for Rural Communities & Libraries	Working Group Chair	2023-24

Association for Public Policy Analysis & Management	Discussant	2023
International Journal of Community Well-Being	Reviewer	2023
United for Affordable Housing	Vote Campaign Support	2023
Santa Fe Dreamers Project	Postal Mail Runner & Office Support	2019 – 2020
New Mexico / Mountain Plains Library Association	Conference Support	2019
NY Sustainability Initiative	Co-Creator, Working Group Chair	2016 – 2019
Public Libraries Section – NYLA	Treasurer	2017 – 2018
Rural Libraries Roundtable - NYLA	President	2015 – 2017
Institute of Museum and Library Services	Grants Reviewer	Undated