

MPLA 2010 Library Institute

Coordinator - Final Report

Judy Zelenski 10-10-10

The MPLA 2010 Library Leadership Institute was held April 26-30 at YMCA of the Rockies in Estes Park, Colorado. Thirty attendees representing all 12 MPLA states attended, along with four mentors and one facilitator. The coordinator was one of the four mentors. [See http://www.mpla.us/leadership/2010.html](http://www.mpla.us/leadership/2010.html) for list and photos of the participants and mentors. This page also has links to photos and video clips from the 2010 Institute.

Following a feasibility committee report (chaired by Sharon Osenga in 2007) the MPLA Board approved the 2010 Institute in 2008, and then-President Rob Banks negotiated a contract with YMCA of the Rockies.

Dan Stanton, Chair of the MPLA Leadership Institute Committee was responsible for the advance planning, research, fund-raising, and almost every other aspect of the Institute. Without Dan the Institute would not have happened!

Donors to the 2010 Institute were Innovative Interfaces (\$2,500) and EBSCO (\$750). I volunteered my time as Coordinator. The budget came in less than projected:

Income & Expense for 2010 Institute, compared with 2007 Institute

Leadership Institute 2010

Income

Participant Fees - \$14,117.05

Sponsorships - \$3,250.

TOTAL - \$17,367.05

Expense

YMCA of Rockies - \$13,279.

Facilitator Fee - \$7,500.00

Misc (travel & supplies) - \$2,063.69

Coordinator - \$ 0

TOTAL - \$22,842.69

Leadership Institute 2007

Income

Participant Fees - \$14,288.48

Sponsorships - \$10,000.

TOTAL - \$24,288.48

Expense

Ghost Ranch - \$16,156.20

Facilitator Fee - \$7,500.00

Misc (travel & supplies) - \$3,917.21

Coordinator - \$6,000.

TOTAL - \$33,573.69

Difference: MPLA subsidy 2010: \$5,475.64

Difference: MPLA subsidy 2007: \$ 9,285.21

Maureen Sullivan, nationally known organizational development consultant, agreed to facilitate the 2010 Institute without an increase in her past fee. She has over 25 years experience in leadership development, helped establish the ACRL/Harvard Leadership Institute, and is a faculty member for its annual program. As of October 2010, Maureen is a candidate for ALA President-Elect.

The call for applications went out in August 2009, with a December 1 deadline. I created a promotional flyer for state conferences, sent information to MPLA State Reps, to the MPLA membership, to the MPLA listserv and to regional library newsletters. See Appendix C - Publicity Flyer; and Appendix D - Regional Newsletters and library media contacts.

The criteria for applicants:

- Employed in a library organization in MPLA's 12-state region
- Current member of one of MPLA's 12 affiliated state library associations
- Minimum of 5 years in a library-related job with progressive experience
- Record of experience that demonstrates leadership potential
- Expected continued contribution to the profession
- A thoughtfully completed application
- Two letters of recommendation

Sixty-five applications were received for the 30 available slots. I created a database of all applicants and letters of recommendation, and confirmed receipt of applications and recommendations by e-mail. MPLA state representatives along with state association presidents and some state librarians reviewed the applications and made recommendations for selection. The Leadership Institute Committee reviewed the recommendations, selecting two participants from each state plus six at large. Dan Stanton sent notifications to all participants by February 1, 2010, including those not invited and those on waiting list. All who were invited accepted. For 2010 Application form see Appendix A and See Appendix A for 2010 Application form and Appendix B for State Evaluation Form.

(It should be noted that many applicants who were otherwise qualified were not members of their state library associations, which was a requirement. I'm not sure how this could be stated any more clearly in the application requirements!)

Registration cost for MPLA members was \$450; non-MPLA members \$550. This included room and all meals. Attendees paid for their own transportation costs. Some individual libraries and state associations assisted attendees with registration and/or transportation costs. It was up to the individual attendees to pursue these or other sources of financial assistance.

Dan Stanton and the Leadership Institute Committee selected and invited mentors for the Institute: Brian Greene, Wyoming State Library; Jeff Belliston, Brigham Young University, Utah; Amelia Shelley, Garfield County Public Libraries, Colorado; and Judy Zelenski, MPLA Executive Secretary and Institute Coordinator.

As coordinator, I continued the process of communication with participants, including a sample press release to be used for local media announcements. See Participants List - Appendix G and Sample Press Release - Appendix E.

This involved:

- Correspondence with board, facilitator, applicants, and participants
 - Well over 1,000 emails in 6 months.

- Setting up database for participants with all contact information, position, library, etc.
- Compiling emergency contact information for each participant
- Identifying participants with special dietary or mobility needs
 - The YMCA offered regular, vegetarian, and vegan choices for every meal. For the two gluten-free participants a small refrigerator was provided in their rooms, though most meals offered many gluten-free items as well.
 - No participant identified mobility issues in advance; however, some had difficulty with the stairs to meeting room and the walk to the dining hall. There was handicapped access but required walking around the entire building. The dining hall was about a 10-minute walk from the lodge and involved a very steep hill. It was a bit treacherous on the one morning it snowed.
- Setting up roommates
 - At the direction of the Leadership Institute Committee, I tried to match roommates first by gender, then by type, size, and similar geographic (rural, urban) library. I did this with an Excel database sorted by these criteria. I then sent e-mails to each pair of roommates with contact information so they could correspond in advance of the event. It worked for the most part. Many commented that their roommates were perfect matches. Some felt nothing in common with roommates.
 - The high level of participant anxiety about rooming arrangements was a big surprise to me. I immediately had several requests for single rooms. After consulting with Dan Stanton it was decided to keep the double room arrangements. The evening before the beginning of the Institute I received an e-mail from a participant who had made separate arrangements with the YMCA to have a single room, and pay the difference directly to MPLA. However, after I determined that the cost would be double that what was expected (because MPLA would have to pay for two single rooms instead of one double) the person decided to go ahead with the roommate. I talked with Maureen about this and she suggested that in some cases it could be a burden and distraction for people to share rooms. I would recommend that in future MPLA offer an option of participants paying the extra cost for a single room if desired. Comments on evaluations confirm that participants would like the option. The most additional cost to MPLA would be for one or two single rooms if the numbers didn't come out even. This has happened with previous institutes when there were an uneven number of males or females, requiring one of each to be in a single room.
 - Compiled a list of roommates with contact information for the YMCA in advance of the Institute. A couple of the rooms were wrongly assigned by the Y, but the staff was immediately helpful in correcting the error on site as soon as we discovered it.
- Setting up e-list for communication
 - I initially used MemberClicks for the e-list (listserv), which unfortunately hadn't discovered a glitch in their new program yet. Our list was the guinea pig and we didn't know it wasn't working right away. I then began using a contact distribution list, but some servers were

rejecting my e-mails. So then I used the MemberClicks database to send messages, which required adding non-MPLA-member participants to the database in a special category. In addition some participants indicated they would rather not receive e-mails but instead be in a Google Group or similar.

- Coordinating online introductions
 - Dan Chaney, another person who was invaluable to the Institute, set up a page to post the list of participants and photos. It was helpful to match photos with names and then with their e-mail intros. I'm not so good with names, but was able to identify most of the participants by name as they arrived the first afternoon. See the page at <http://www.mpla.us/leadership/index.html>.
- Setting up timeline with Maureen Sullivan
 - Reading list for distribution - sent early to participants (but not early enough)
 - Materials for notebook. Most were sent electronically, but a few were mailed in paper format.
 - Travel and shuttle arrangements
- Compiling YMCA information for participants
 - Sent participants links to YMCA of Rockies online information
 - Kept participants informed about weather in Estes Park
 - Sent link to YMCA map to participants
- Transportation
 - Provided information about shuttle service from DIA to Estes Park
 - Tried to get discounted fares, but didn't have enough participants taking the shuttle to obtain it. Many waited to make shuttle reservations until knowing whether there would be a discount, which was an inconvenience. Unfortunately there is only one regular shuttle service to Estes Park. Other options, such as car rental or cab would be far more expensive for participants.
 - Put volunteer drivers in contact with potential riders
- Financial
 - Kept database of payments for Institute
 - Obtained authorizations and wrote checks for expenses
 - Monitored budget and provided reports to board
- Formatting agenda for printing
 - See Appendix F for copy of 2010 Institute Agenda
- Preparing Notebook and all handouts
 - My husband Jim helped me collate and assemble over 8,000 pages into sectioned notebooks, boxed them, and loaded them into my truck.
 - Office Max did the copying
 - I used colored card stock from my personal stash for the handout dividers
 - Researched prices for notebooks and tab dividers online, including free shipping, saving considerably over local store prices. (BuyOnlineNow.com)
 - Designed and provided bookmarks for notebooks
 - Included past issues of MPLA Newsletters as well as MPLA membership brochures

- Handouts included

- Introduction

- Biography of Maureen Sullivan
 - Participants List with contact information

- Leadership

- Leadership - Some definitions
 - Leadership - An Introduction
 - Working with Emotional Intelligence
 - Resonant Leadership
 - Trusted Leader

- Change

- Some Observations on Change
 - Transforming and Leading Change

- Communicating

- Some Principles of Effective Communication
 - Guidelines for Active Listening
 - Guidelines for Dialogue
 - Communicating in Difficult Conversations

- Influencing

- Influencing for Positive Outcomes
 - Your Personal Power and Your Circles of Influence

- Managing Differences

- Collaborative Negotiation Guidelines
 - Conflict Resolution

- Teamwork

- Team Work Guidelines
 - Ground rules worksheet
 - Characteristics of Effective Meetings
 - Tools for Group and Team Facilitation
 - Project Management

- Commitment

- Coaching
 - What is Counseling
 - Mentoring Relationship

- Working with mentors on topics for facilitation and presentations
- Creating printed name badges
 - Important: Use a type font that can be seen from across a room! I use First Names VERY LARGE in readable bold font, with last name and home state in smaller font, but still readable from a distance.
- Publicity
 - Wrote articles for newsletter, both before and after institute

- Designed and distributed sample press release for participants to use with local media
- Sent news release information to state reps for distribution and publication

- Liaison for YMCA of Rockies
 - Send rooming lists in advance
 - Obtained shuttle recommendations in advance
 - Solved logistical problems during Institute, such as : First night there was no hot water in the rooms; One room was double assigned by YMCA; Toilet paper ran out in one bathroom; One group needed a toilet plunger for its evening skit/presentation; The Y staff was completely responsive and took care of these and more within minutes (including delivery of a cleaned toilet plunger by pick-up truck).

- Handling logistics, introductions, announcements during Institute
 - Available for participant concerns of any type
 - Made announcements at each session
 - Assisted Maureen in necessary set-ups or room changes

- Mentoring duties
 - Facilitated discussions
 - Made presentation
 - Mentoring appointments with participants
 - Met with other mentors and Maureen

- Providing snacks and water
 - Because of altitude it's important to drink lots of water. I obtained a tax-exempt certificate for Wal-Mart and bought several cases of water along with snacks. I also ordered some snacks online through Amazon at a discount.
 - I tried for "healthy" snacks, but the granola bars didn't go over too well and the fruit lingered a while. The Oreos, M&M's and Skittles were really popular! After the Institute I donated the leftover items, mostly granola bars, to the local food bank in Lakewood.

- Evaluations
 - After conference worked with Dan Stanton to develop survey questions for participants and mentors
 - Compiled survey responses
 - Wrote summary reports for Board

Many thanks to everyone for all your help!

---Judy Z

Appendix A

Application for MPLA Leadership Institute 2010

Due no later than Tuesday, December 1, 2009

Using the format below, please send as a Word or PDF attachment by e-mail to Judy Zelenski, mpla_execsecretary@operamail.com.

Personal Information:

- Full name
- Home mailing address
- Preferred e-mail address
- Alternate e-mail address
- Home phone number
- Cell phone number

Present library position:

- Title
- Institution/library name
- Dates of employment
- Library mailing address
- Library phone
- Library fax

Previous positions:

For each include title, name of library, city, and dates of employment

Library Association Memberships:

Include state, regional and national plus dates of membership

Education:

Include degrees/certificates, institutions, and dates

Describe your leadership experience in a library setting or elsewhere:

Describe personal qualities that will contribute to your ability as a leader:

What three leadership skills would you most like to improve and why (learning goals)?

What future contributions would you like to make to the library profession?

Include Two Letters of Recommendation.

These may be sent electronically as e-mail attachments to mpla_execsecretary@operamail.com; or mailed to MPLA, 14293 West Center Drive, Lakewood, CO 80228. Letters are also due by December 1, 2009.

Appendix B

MPLA Leadership Institute

Applicant Evaluation Form

For Use by State Representatives & Their Committees

Reviewer _____ Applicant _____

Required criteria: (all three must be yes or they are disqualified)

Current paid member of state library association: (check on this) Yes _____ No _____

Five + Years of progressive experience Yes _____ No _____

Works in a library of any type in MPLA state Yes _____ No _____

MPLA member for current two years (2008 and 2009) Yes _____ No _____

(state rep can check MemberClicks to verify)

Leadership experience thus far:

Has this person taken on leadership or special responsibilities within libraries, library associations, or in other aspects of their life?

Is there evidence that they have leadership potential?

Is there evidence that they see themselves as leaders?

Total points possible 10: _____ Points

Personal qualities to contribute to leadership success:

Is there evidence that this person understands the role of leader?

Are the qualities that they comment upon important leadership qualities?

Is there evidence of a willingness to give to others?

Are their reasons for wanting to be a leader appropriate in your opinion?

Total points possible 10: _____ Points

Three learning goals:

Are the learning goals more appropriate for leadership than management?

Do the learning goals seem appropriate for this individual?

Do the learning goals reflect some knowledge of the institute's focus or were they written without investigating the institute?

Do the learning goals seem to stem from honest self-evaluation?

Total points possible 10: _____ Points

Communication:

The ability to communicate is an essential qualification of a leader.

Does this applicant communicate clearly?

Is the application well written?

Is it without spelling and grammar mistakes?

How well did the candidate present their case for selection?

Total points possible 10: _____ Points

References:

Is there evidence the references see the applicant as a current or potential leader?

Have the references shown direct knowledge of the applicant in a work situation?

Is the reference enthusiastic about their support of the applicant?

Is the reference qualified to evaluate the applicant?

Total points possible 10: _____ Points

Highest points possible = 50 _____ Points

Comments:

Appendix C - Publicity

Apply now for the

Mountain Plains Library Association

2010 Leadership Institute

April 25-30, 2010; Estes Park, Colorado

DEADLINE for Applications is Tuesday, December 1, 2009

The 7th MPLA Leadership Institute will again be facilitated by nationally known organizational development consultant Maureen Sullivan. Ms. Sullivan has over 25 years experience in leadership development. She helped establish the ACRL/Harvard Leadership Institute and is a faculty member for its annual program.

Criteria for applicants:

- Employed in a library organization in MPLA's 12-state region
- Current member of one of MPLA's 12 affiliated state library associations
- Minimum of 5 years in a library-related job with progressive experience
- Record of experience that demonstrates leadership potential
- Expected continued contribution to the profession
- A thoughtfully completed application
- Two letters of recommendation
- (Note: Education requirements of previous institutes have been removed.)

Registration cost for MPLA members is \$450; non-MPLA members \$550. This includes room and all meals. Attendees pay for their own transportation costs. Individual libraries, state libraries, and state associations have assisted attendees with registration and/or transportation costs in the past. It is up to the individual attendees to pursue these or other sources of financial assistance.

30 participants will be selected through a process involving states and the MPLA Leadership Institute Committee. Notifications will be sent February 1, 2010.

Link to application form: <http://www.mpla.us/leadership/index.html>

From past institute participants:

- *The MPLA Leadership Institute turned out to be the single most gratifying and relevant experience of my library career.*
- *The MPLA Leadership Institute reenergized me professionally and personally, and best of all, it reminded me why I love being a librarian.*
- *What an extraordinary opportunity for learning, laughing and leadership!*
- *The Institute validated my reasons for remaining where I am and offered me the impetus to analyze my present world and see if or how I need to make changes for the better.*
- *The Institute was one of the most amazing experiences that I have ever participated in during my lifetime.*
- *The most invigorating program I've ever attended*
- *I feel very gifted to have had the opportunity to participate in this wonderful Leadership Institute and not only develop my leadership skills, but to form many wonderful, lasting relationships with a group of very committed and passionate librarians.*
- *I discovered insights about myself that should not only make me a better leader but also a better librarian and a better person.*
- *I was able to focus on my own leadership strengths and weaknesses, solidify my professional goals, learn strategies for better workplace communication and ways to help myself and my coworkers manage change.*
- *The Leadership Institute was a welcome opportunity for me to disengage from the day-to-day bustle and think about the big picture with a group of engaged and engaging librarians.*
- *It was energizing to work with both new professionals and seasoned veterans to consider issues like empowerment, morale and managing conflict.*
- *I could not have asked for a more empowering experience than this Institute.*
- *It was amazing, inspiring and instructive on many levels, sometimes all at once!*

The Institute will be held at the YMCA of the Rockies in Estes Park, Colorado. Located in the heart of the Colorado Rockies, the 860-acre facility is 65 miles northwest of Denver and is surrounded on three sides by the magnificent Rocky Mountain National Park. See <http://www.ymcarockies.org/home/our-locations/EPC>.

For more information contact Judy Zelenski, mpla_execsecretary@operamail.com or Dan Stanton, danton@asu.edu.

Appendix D

Contacts for MPLA Leadership Institute News Releases (8-16-09)

Arizona State Library, Archives and Public Records

Library Development Division
1101 West Washington Street
Phoenix, Arizona 85007-2935

GladysAnn Wells, Director and State Librarian
1700 West Washington, Suite 200
Phoenix, AZ 85007
gawells@lib.az.us

Arizona Library Association

AzLA Newsletter
admin@azla.org

AzLA President: Denise Keller

Pinal County Library District
P.O. Box 2974
Florence, AZ 85232
denise.keller@pinalcountyaz.gov

Colorado State Library

201 East Colfax Ave.
Room 309, Denver, CO 80203
Sharon Morris, Director Library Development
morris_s@cde.state.co.us

Colorado Association of Libraries

12081 W Alameda Pkwy Ste 427
Lakewood CO 80228-2701
Kathleen Noland
kathleen@cal-webs.org

Colorado Library Consortium

7400 E. Arapahoe Road, Ste. 105
Centennial, CO 80112
vhorton@clicweb.org
lpriebe@clicweb.org

State Library of Kansas

Capitol Building, Room 343-N
300 SW 10th Avenue
Topeka KS, 66612-1593
infodesk@kslib.info

Northwest Kansas Library System

#2 Washington Square, Norton, KS 67654
Leslie Bell, Director
leslieb@ruraltel.net

Central Kansas Library System

1409 Williams Street, Great Bend, Kansas
67530-4090
Harry Willems, Administrator
hwillems@ckls.org

North Central Kansas Library System

629 Poyntz Ave Manhattan, KS 66502-6131
Fred D. Atchison, Jr., Director
fdatch@manhattan.lib.ks.us

Northeast Kansas Library System

4317 W. Sixth Street, Lawrence, KS 66049
Jim Minges, Director
jminges@nekls.org

Southwest Kansas Library System

100 Military Avenue Suite 210 Dodge City,
KS 67801
Emily Sitz, Director
esitz@swkls.org
SWKLS Newsletter: System Scene

South Central Kansas Library System

321A North Main Street
South Hutchinson, KS 67505
Paul Hawkins, Director
paul@sckls.info

Southeast Kansas Library System

218 East Madison Avenue
Iola, KS 66749
Roger Carswell, System Director:
rcarswell@sekls.org

Newsletter: Stacks of News

Montana Library Association

Debra Kramer
MLA Executive Director
Montana Library Association
169 W. River Rock Road
Belgrade, MT 59714
debkmla@hotmail.com

Newsletter: Focus
Suzanne Schwichtenberg, editor
Lewis & Clark Library
120 S Last Chance Gulch
Helena, MT 59601
sschwich@mtlib.org

Eva English, President MLA
Fort Belknap College Library
PO Box 159
Harlem, MT 59526-0159
evaenglish@yahoo.com

Montana State Library
P.O. Box 201800
1515 East 6th Avenue
Helena MT 59620-1800
State Librarian, Darlene Staffeldt,
dstaffeldt@mt.gov

Nebraska Library Association
Michael Straatman, Executive Director
nlaexecutivedirector@gmail.com

NLA Quarterly: John Bernardi, Editor,
NLAQ
jbernardi@omahapubliclibrary.org

Pam Bohmfalk, President
pbohmfal@hastings.lib.ne.us

Nebraska Library Commission
Rod Wagner, Director
rod.wagner@nebraska.gov

For online announcements contact
janet.greser@nebraska.gov

Nevada Library Association
Jeanette Hammons, NLA President
Director, Elko County Library
jmhammon@clan.lib.nv.us

Joan Vaughan, President-Elect
HDPL, Paseo Verde Library
jevaughan@hdpl.org

Newsletter: Nevada Libraries
Editor: Demosthenes Papaeliou
Whitney Library, LVCCLD
papaelioud@lvccld.org or
nlanews@yahoo.com

New Mexico Library Association
P.O. Box 26074
Albuquerque, NM 87125
Email: admin@nmla.org

Cary Osborne, NMLA Newsletter Editor
iroshi@nmsu.edu.

New Mexico State Library
1209 Camino Carlos Rey
Santa Fe, NM 87505
Susan Oberlander, State Librarian
susan.oberlander@state.nm.us

New Mexico State Library Newsletter:
Hitchhiker
robert.upton@state.nm.us

North Dakota Library Association
Phyllis Bratton, President, NDLA
Jamestown College Raugust Library
6070 College Lane
Jamestown ND 58405-0002
E-Mail pbratton@jc.edu

Newsletter: The Good Stuff
Marlene Anderson
Marlene.Anderson@bsc.nodak.edu

North Dakota State Library
604 E. Boulevard Ave - Dept 250
Bismarck, ND 58505-0800
E-mail: statelib@nd.gov
Doris Ott, State Librarian dott@nd.gov

Newsletter – Flickertale
Adam Emter, Public Awareness
Coordinator/Editor
aemter@nd.gov

Oklahoma Library Association
Kay Boies Executive Secretary
kboies@sbcglobal.net

Publication: Oklahoma Libraries -
editor@oklibs.org

President - [Kathy Latrobe](mailto:klatrobe@ou.edu)
klatrobe@ou.edu

Vice-President/President-Elect - [Charles Brooks](mailto:charles-brooks@utulsa.edu)
charles-brooks@utulsa.edu

Oklahoma Department of Libraries

200 N.E. 18th St.
Oklahoma City, OK 73105
Susan McVey, Director
smcvey@oltn.odl.state.ok.us

FOLIO

Friends of Libraries in Oklahoma
400 Civic Center
Tulsa, OK 74103
Gerry Hendon, President 2010
Gerry@wings-n-things.com

South Dakota Library Association

Laura Olson, Executive Secretary
sdla@mail.svtv.com

Newsletter: Book Marks
Lisa Brunick, editor
Mikkelsen Library
2001 S Summit Ave
Sioux Falls, SD 57197
lisa.brunick@augie.edu

SDLA President
Nancy Sabbe, SDLA President
Madison Public Library, Madison, SD
nsabbe@sdl.net

South Dakota State Library

Dan Siebersma, State Librarian
Mercedes MacKay Building
800 Governors Drive
Pierre, SD 57501-2294
[email: library@state.sd.us](mailto:email:library@state.sd.us)

Cornerstone Newsletter -
colleen.kirby@state.sd.us

Utah Library Association

Ruby L. Cheesman, President
Library Manager, Bingham Creek Library
Salt Lake County Library Services

4834 W 9000 South
West Jordan, UT 84081
rcheesman@slcolibrary.org

Andy Spackman, Vice President/President Elect
Business and Economics Librarian
Harold B. Lee Library, Brigham Young University
1212 HBLL Provo, UT 84602
andy_spackman@byu.edu

Newsletter: Utah Libraries
Lesli Baker, Editor
bakerle@uvu.edu

Utah State Library

Donna Jones Morris
Utah State Library Division
250 N 1950 W, Suite A
Salt Lake City, UT 84116-7901
Email: dmorris@utah.gov

Wyoming State Library

2800 Central Avenue
Cheyenne, WY 82002
Lesley Boughton, State Librarian
lbough@state.wy.us

Newsletter: The Outrider
Tina Lackey, Publications and Marketing Manager
tlacke@state.wy.us

Wyoming Library Association

Laura Grott, Executive Secretary
P.O. Box 1387
Cheyenne, WY 82003-1387
grottski@aol.com

Cynthia Twing, WLA President
ctwing@will.state.wy.us

Appendix E

Sample Press Release for Leadership Institute Participants

FOR IMMEDIATE RELEASE:

Date:

Name _____
Selected to Attend Regional Library Leadership Institute

City, State - Name _____, Position _____,
Library/Organization _____, was recently selected to
attend the Mountain Plains Library Association (MPLA) 2010 Leadership Institute. Only 30
were chosen to attend from over 65 applicants.

Background of individual: -

The Institute will be in Estes Park, Colorado, April 25-30. Institute facilitator is Maureen Sullivan who was recently named Academic/Research Librarian of the Year by the Association of College and Research Libraries (ACRL).

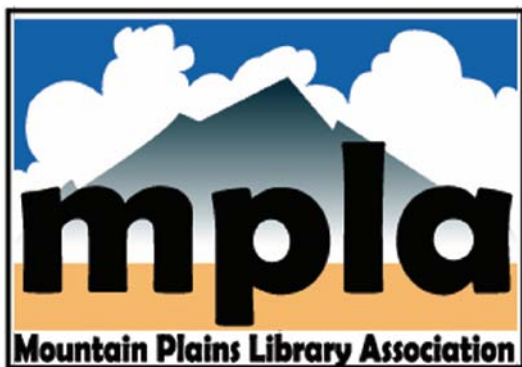
Funding sponsors of the Institute are MPLA, Innovative Interfaces, and EBSCO Information Services.

The Mountain Plains Library Association is a twelve state association of librarians, library paraprofessionals and friends of libraries in Arizona, Colorado, Kansas, Montana, Nebraska, Nevada, New Mexico, North Dakota, Oklahoma, South Dakota, Utah and Wyoming. Its purpose is to promote the development of librarians and libraries by providing significant educational and networking opportunities.

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For more information:
Judy Zelenski
Leadership Institute Coordinator
mpla_execsecretary@operamail.com
303-985-7795
14293 W. Center Dr.
Lakewood, CO 80228

Appendix F - Agenda for 2010 Institute



Mountain Plains Library Association

Leadership Institute

April 25-30, 2010

Facilitator & Leader:	Maureen Sullivan
Funding Sponsors:	MPLA, Innovative Interfaces, EBSCO
Institute Coordinator:	Judy Zelenski

General notes:

- ✓ **Meals** are all held in the Ponderosa Dining Hall
- ✓ **General Sessions** are all held in the Wind River Lodge
- ✓ **Coordinator**, Judy is located in _____. Phone _____. Knock or call for assistance anytime.
- ✓ **Name tags**: Please wear yours in the interest of creating community.
- ✓ **Confidentiality**: Please respect the confidentiality of shared institute experiences and discussions.
- ✓ **Mentors** are special resources for you. They are donating their time, experience, and expertise to assist you in your reflections and personal growth. They are available for 30 to 60 minute individual meetings at a time and place agreeable to you both. Check your agenda for the times set aside for mentor appointments. There is slightly more time set aside for meetings with mentors and for your own personal plan preparation near the end of the institute because we know that by then you will be ready to take what you learned and consider ways to implement that learning in your professional life. We suggest, however, that you sign up for an appointment as early as possible so as to be sure to get time with at least one mentor before their free time becomes booked. Sign up sheets are located in the meeting room.

AGENDA – Sunday, April 25

April 25 is World Penguin Day. It coincides with the annual northward migration of penguins.

Penguins do not fly. Rather, they walk, or waddle their way to and from.

1:00 – 5:00 PM **Arrival**, check in, move into rooms, unpack; Explore or relax

5:00 – 5:30 PM **Judy Zelenski**

 Welcome, practical issues & questions

 Introduction of Mentors & Participants

5:30 - 6:45 **Dinner** - Ponderosa Dining Hall

7:00 PM **Session** - Wind River Lodge - Designated Meeting Room

Maureen Sullivan

Introduction to the Institute Learning Experience

- **Purpose and goals**
- **Review of schedule & learning activities**
- **Learning approach & resources**

Activity to set the stage for our work

Adjournment

10:00 PM **Quiet**

AGENDA – Monday, April 26

April 26 is National Pretzel Day

7:00 – 8:15 AM **Breakfast** - Ponderosa Dining Hall

8:30 AM **Session** - Wind River Lodge Meeting Room

 Community Review: Announcements, issues to resolve, questions

Maureen Sullivan

Leadership in Libraries: Challenges & Opportunities

Principles & Practices of Effective Leadership

10:30 AM **Break**

10:45 AM **Amelia Shelley, Jeff Belliston, Brian Greene, Judy Zelenski - Mentors**

Defining Ourselves & Our Careers: From Whence We Started . . .

11:30 AM **Free time**

12:00 – 12:45 PM **Lunch** - Ponderosa Dining Hall

1:00 PM **Session** - Wind River Lodge Meeting Room

Maureen Sullivan

Understanding Your Work & Leadership Styles

- **Assessing your style and preferences**
- **Improving your effectiveness as a leader**

2:30 PM

Break

2:45 – 5:00 PM

Session - Wind River Lodge Meeting Room

Maureen Sullivan

Interpersonal Communication

- **Key Components for effective communication**
- **Basic skills and techniques**
- **Skill practice: active listening and feedback**

Managing Differences

- **Diagnosing sources of conflict and disagreement**
- **Individual responses to conflict**
- **Skills and a simple process for resolving conflict**

5:00 – 5:30 PM

Informal time for meeting with mentors and/or colleagues

Thinking, reading, walking, hanging out

5:30 – 6:15 PM

Dinner - Ponderosa Dining Hall

6:15 – 7:00 PM

Meetings with mentors and/or colleagues

Thinking, reading, walking, hanging out

7:00 – 9:30 PM

Games, discussion, informal recreation (optional)

10:00 PM

Quiet

AGENDA – Tuesday, April 27

Walter Lantz, Creator of Woody Woodpecker, born April 27, 1900

7:00 – 8:15 AM

Breakfast - Ponderosa Dining Hall

8:30 AM

Session - Wind River Lodge Meeting Room

Community Review: Announcements, issues to resolve, questions

Maureen Sullivan

Risk Taking

- **Factors in risk taking**
- **A process for making risky decisions**

10:15 AM **Break**

10:30 – 11:45 AM **Maureen Sullivan**

Using Power and Influence

- **Understanding personal power**
- **Styles of influence**

12:00 – 12:45 PM **Lunch** - Ponderosa Dining Hall

1:00 PM **Session** - Wind River Lodge Meeting Room

Maureen Sullivan

Self-evaluation thus far

Leading Change

- **The leader's role as change agent**
- **Key aspects in large-scale change**
- **Building commitment**

2:45 PM **Break**

3:00 – 5:00 PM **Maureen Sullivan**

Creating a Culture of Commitment

- **Understanding motivation & empowerment**
- **Coaching & mentoring**

5:00 – 5:30 PM **Informal time** for meeting with mentors, etc.

5:30 – 6:15 PM **Dinner** - Ponderosa Dining Hall

6:30 – 8:00 PM **Session** - Wind River Lodge Meeting Room

Maureen Sullivan

Group Problem Solving & Decision Making

- **Stages of group development**
- **Characteristics of effective teams**
- **Roles and responsibilities**
- **Leader as facilitator of group work**

8:00 – 9:30 PM **Informal time**

10:00 PM **Quiet**

AGENDA – Wednesday, April 28

April 28, 1994 - Northwestern University announced the biological clock gene was found on mouse chromosome 5

7:00 – 8:00 AM **Breakfast** - Ponderosa Dining Hall

8:00 - 8:30 am **Group pictures** – bring your camera if you want a group shot

8:30 AM **Session** - Wind River Lodge Meeting Room

Community Review: Announcements, issues to resolve, questions

Maureen Sullivan

Project Planning and Management

10:00 **Break**

10:15 **Maureen Sullivan**

Achieving Your Potential: Personal Planning

- **Developing commitment to personal change**
- **Planning your development**

Guidelines for Continuing Your Leadership Development

Selecting a Learning Partner and Guide from Peers

[Maureen departs late morning]

12:00 – 12:45 PM **Lunch** - Ponderosa Dining Hall

1:00 - 5:00 PM **Group Meetings with Mentor Leaders**

Open discussions in small mentor-led groups to explore topics and experiences relating to our leadership sessions.

Select a group to attend based upon your own experiences, interests, & challenges. Be prepared to contribute, to learn from others, to explore possibilities, and to take notes on good ideas you want to remember. Each group should select a recorder to compile a list of “best practices & good ideas” during the discussions. The group should decide how they wish to present these ideas during the evening session. Be creative - have fun! Groups are encouraged to use as much of it as they need and to use the rest of the time informally: hiking, doing laundry, meeting with mentors and/or colleagues, hanging out, or just thinking, reading, resting.

You will have from 6:15 until 7 this evening to get your presentation in order. Each group can have up to fifteen minutes for their report.

#1 Being the big fish in a little pond: Leadership in the smaller library

Facilitator: Judy Zelenski

What leadership approaches work in a small organization regardless of type of library? How does one establish one's leadership when moving from the position of peer to director or supervisor? What mistakes have you made? What successes have you had? What would you do differently if you could do it over? What good ideas and best practices do you want to share with the entire group?

#2 Being an effective leader in professional organizations: Where do you start, how do you finish?

Facilitator: Amelia Shelley

How do/did you get your feet wet in professional organizations? What are the skills necessary to succeed? What are the rewards of service and leadership in professional organizations? What are the downsides? What has worked & what has not worked for you? What are some of the frustrations and/or special challenges in these leadership positions? In your experience, are professional library organizations effective? Dysfunctional? Efficient? What is your best collective advice to others?

#3 Being just one of many: Exerting leadership & influence from the middle

Facilitator: Brian Greene

When you are not the one in charge, how do you wield influence? How can you drive change? How might you raise the standards and expectations? What are the special dangers of leading from the middle of the organization? What has worked for you? What has not worked and why? What would you do differently the next time? What are the advantages of existing in the middle? What are the disadvantages? What special skills and abilities does it take to successfully lead from the middle?

#4 Being politically astute: Negotiating the politics of every situation – in & out of the library

Facilitator: Jeff Belliston

How do you recognize the hidden meanings & differing views behind events, comments, situations? What can you do to be prepared for the hidden agendas driving events? Have you been burned by library or institutional politics? If so, what would you now do differently? What are some practical things that an individual can do to learn to "read" the situation correctly?

5:30 – 6:15 PM **Dinner** - Ponderosa Dining Hall

6:15 – 7:00 PM **Discussion groups** finish preparing their presentations or just relax

7:00 – 8:30 PM **Session** - Wind River Lodge Meeting Room

Presentations from afternoon discussion groups

8:30 – 9:30 PM **Informal time** for meeting with mentors or colleagues, thinking and/or reading, hanging out, resting, playing games

10:00 PM **Quiet**

AGENDA – Thursday, April 29th

April 29, 1913 - Gideon Sundback of Hoboken, N.J. patented the zipper

7:00 – 8:15 AM **Breakfast** - Ponderosa Dining Hall

8:30 AM **Session** - Wind River Lodge Meeting Room

Community Review: Announcements, issues to be resolved, questions

Mentors' Panel: Informally led by mentors

Leadership Challenges from the Front Office

So you're at the head of the table: Tools for leadership practice.

- **Paying attention to others before you are in charge**
- **Being a professional person**
- **Managing the business of leadership**
 - Clocks, calendars, efficiency & deadlines; Meetings
 - Effective conference calls, list discussions, electronic meetings
 - Delegating & getting others involved; Finding ways to hear every voice

10:00 AM **Break**

10:15 AM **Mentors' Panel:**

Moving forward as leaders

- **Mentoring others**
 - Identifying mentoring qualities; stages in a mentoring relationship
- **Making the next move**

11:00 AM **Free Time** - Meeting with Mentors

12:00 – 12:45 PM **Lunch** - Ponderosa Dining Hall

1:00 PM **Session** - Wind River Lodge Meeting Room

Mentors: Last Lecture

- Each mentor has 15 minutes to pass on the one thing they think people preparing for leadership should know, and their insight into the future.

2:15 PM

Break

2:30 PM

Moving Forward:

- **Planning our leadership futures: Making personal plans**
- **Pairing with learning partners / guides**
- **Finalizing personal plans for growth & development**
- **Setting personal goals**

3:15 – 5:30 PM

Free time - Work on individual plans for development & growth; Pack; Hang out
Hike; Final opportunities for meetings with mentors

5:30 – 6:15 PM

Dinner in the Dining Hall

7:30 – 9:30 PM

Wrap up Gathering - Wind River Meeting Room
Saying good-bye, packing, looking to the future!

10:00 PM

Quiet

AGENDA – Friday, April 30th

April 30, 2010 - 2nd Annual Save the Frogs Day

7:00 – 8:15 AM

Breakfast - Ponderosa Dining Hall

Departures throughout the morning

Shuttles leave from for DIA at 10 am & 1 pm

No further meals served

Appendix G

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