

## **Report of the OLA Leadership Training Task Force**

### **Our Charge**

A leadership development institute for future library leaders has been unavailable through OLA since 2010. At OLA President Penny Hummel's request, we have spent several months researching options to provide the Association's membership with leadership training opportunities in the future.

### **Our Research**

After sending out a request via the Libs-Or listserv for feedback from people who have attended a leadership training, we heard back from 14 people, all of whom were very positive about their experiences.

Some themes emerged. These elements are highly desired in a leadership training:

- The serenity of the natural setting is conducive to reflection
- The connections made with other attendees is valuable and often maintained after the training
- Attendees develop the courage to pursue leadership opportunities and the training is generally confidence building
- The variety of library employees from varied positions/classifications and various types of libraries enhances the opportunities for learning
- The opportunity to work with mentors at the training is positive
- A blend of practice and theory is desirable as is a library-specific leadership training
- Multi-day duration

### **Summary of Options**

We see 4 possible avenues.

- Provide training through PNLA. Some respondents who had attended multiple institutes had high praise for the PNLA experience
- Create our own leadership training
- Provide financial support for OLA members to attend other institutes such as ALA's Emerging Leaders Program
- Approach another organization that already has a leadership institute to request partnering in providing the training

### **Documentation**

Our report includes these documents

- Responses to Libs-Or Survey
- Table of Existing Library Development Opportunities

- Budget Considerations for Leadership Institute

### **Our Recommendation**

We are not making a specific leadership training recommendation, but we hope that the documentation we are providing will help the Board come to a decision about how best to meet the leadership training needs of OLA members. While considering the 4 options that we have identified, we ask the Board to be mindful of providing a training that has as many of the elements identified as valuable by OLA members (listed above, in "Our Research") as possible.

Respectfully submitted,

OLA Leadership Training Task Force

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From the links at <http://www.ala.org/offices/hrdr/abouthrdr/hrdrliasoncomm/otld/leadershiptraining>

Where	structure	goals	Cost	Who can attend	
<p><b>Florida Sunshine State Library Leadership Institute</b></p> <p><a href="http://dlis.dos.state.fl.us/bld/leadership/institute.cfm">http://dlis.dos.state.fl.us/bld/leadership/institute.cfm</a></p>	<p>10 days throughout the year</p>	<ul style="list-style-type: none"> <li>• Participants must commit to attend all 10 sessions. Local institutions must commit to provide support for participants and their attendance.</li> <li>• Participants must commit to enter into a mentoring relationship and agree to select and work with a mentor of their choice.</li> <li>• Participants will need to complete readings and assignments before each session. These materials will maximize the impact of the training and reinforce application of the concepts.</li> <li>• Participants will actively support the goals of the program through a high level of participation.</li> <li>• Participants will complete a library leadership project.</li> </ul>	<p>valued at \$2,500, accepted participants pay \$195 registration fee.</p>	<p>professional librarians, and those in management positions without MLS. Minimum of two years professional library experience and a demonstrated successful professional work experience.</p>	
<p>Illinois last</p>					

updated in 2009					
Iowa page not found, no mention of it on their website.					
Mass August 12, 2009 nothing newer					Michigan <a href="http://www.mla.lib.mi.us/node/2025">http://www.mla.lib.mi.us/node/2025</a>
Michigan <a href="http://www.mla.lib.mi.us/node/2025">http://www.mla.lib.mi.us/node/2025</a>			<b>\$1,195</b>		Brochure <a href="http://www.mla.lib.mi.us/sites/default/files/MLA_Leadership_Academy_brochure.pdf">http://www.mla.lib.mi.us/sites/default/files/MLA_Leadership_Academy_brochure.pdf</a>
New England Library Leadership Symposium (NELLS)		<p>The curriculum covers the following areas:</p> <ul style="list-style-type: none"> <li>▪ getting to know your leadership style</li> <li>▪ interpersonal communication</li> <li>▪ presentation skills</li> <li>▪ managing differences</li> <li>▪ risk taking</li> <li>▪ the library within the community</li> <li>▪ using power and influence</li> <li>▪ understanding libraries as organizational systems</li> <li>▪ transforming libraries</li> <li>▪ the leader as a catalyst for</li> </ul>	nominal cost to the student NELA and all six state associations are financially supporting NELLS to keep the costs low for the Symposium attendees.	library professionals, paraprofessionals, or volunteers (trustees, friends, etc.) in mid-career (3-15 years experience in or with libraries). The attendees may be recommended by someone or may make their own application for this leadership training.	Vermont, New Hampshire, Maine, Mass Conn,

		<ul style="list-style-type: none"> <li>change <ul style="list-style-type: none"> <li>▪ the leader's role as coach and mentor</li> <li>▪ achieving your potential</li> </ul> </li> </ul>			
New York					I only found one for school librarians
North Carolina (2014) <a href="http://www.nclaonline.org/professional-development/ncla-leadership-institute">http://www.nclaonline.org/professional-development/ncla-leadership-institute</a>	four-day residential leadership training program for staff from North Carolina libraries, one day follow up in April 2015.	transformational experience. There is a very high level of intensity, self assessment, and group bonding unlike traditional multi-day trainings or conferences. the agenda and Institute materials are shared only with participants and mentors.	\$300	Preference to 15 years of library experience or less. Participants must be a member of NCLA, employed by a North Carolina library, and endorsed by their library for admission.	
<b>PNLA</b> <a href="http://www.pnla.org/leadership-institute">http://www.pnla.org/leadership-institute</a>	6 days	Becky Schrieber & John Shannon, Schreiber Shannon Associates	less than \$600.	Currently employed in a library At least five years work in any library setting Current member of PNLA or affiliated state/provincial library association. Nonmembers are also invited to apply Recommendation by institution	Alaska, Alberta, British Columbia, Idaho, Montana, Washington
Texas <a href="http://www.tsla.org/texas-">http://www.tsla.org/texas-</a>	3 days	Maureen Sullivan and Jack Siggin	\$595		

<a href="#">accelerated-library-leaders</a>		<a href="http://www.txla.org/sites/tla/files/CE/docs/Curriculum_2010.doc">http://www.txla.org/sites/tla/files/CE/docs/Curriculum_2010.doc</a>			
Wyoming <a href="http://www-wsl.state.wy.us/training/wlli.html">http://www-wsl.state.wy.us/training/wlli.html</a>	3 days	trainers from the <b>National Outdoor Leadership School</b> (NOLS) Professional Training, and Jep Enck of <b>Enck Resources</b> , Fort Collins, Colorado	Free (8-10 attendees)	Individuals associated with all types of libraries (academic, public, school and special) are invited to apply. Trustees, support staff, paraprofessionals, library media specialists and librarians are eligible	
California	March 19-24, 2014	Info People  Identify a cadre of 32 top potential library leaders and provide an intense transformative experience that will expose them to top thinkers and guide them through a rigorous process of individual and group self-analysis and planning.	\$500 32 students	must be currently employed by a California library of any type. Preference will be given to those who have earned an MLS degree and to those who have worked in a professional position for 10 years or less.	Questions should be directed to Holly Hinman, Infopeople Director, hinmanh@infopeople.org, tel. 626-796-0913. <a href="http://eurekaleadership.org/institute">http://eurekaleadership.org/institute</a>
ALA Leadership Institute <a href="http://www.ala.org/transforminglibraries/ala-leadership-institute">http://www.ala.org/transforminglibraries/ala-leadership-institute</a>	August 10-14, 2014. Inaugural Year 2013.	<ul style="list-style-type: none"> <li>Return to their institution with greater self-awareness and self-confidence, equipped with better skills for leading, coaching, collaborating, and engaging within their organizations and in their communities.</li> <li>Return to their communities as better</li> </ul>	\$1,200	<ul style="list-style-type: none"> <li>Hold an MLS or equivalent degree</li> <li>Have at least 5 years of post-MLS library work experience</li> <li>Have a letter of support from his/her employer</li> <li>Be ready to assume a higher administrative or managerial role</li> </ul>	

		<p>leaders, prepared to identify, develop, and implement solutions which will benefit all stakeholders.</p> <ul style="list-style-type: none"><li>● Have the opportunity to form a vibrant learning community and network, which is an essential element of effective leadership development</li></ul>		<ul style="list-style-type: none"><li>● Be an ALA member at time of application</li><li>● Be able to attend the Institute in Itasca, IL</li></ul>	

## Responses to Libs-Or Survey

In January 2014, the Task Force sent a message to the Libs-Or listserv requesting that anyone who had attended a Leadership Institute provide feedback regarding the value of the training. The responses received are below.

### Respondent 1

I attended the PNLA Leadership Institute in 2008. I thought it was a very valuable and inspiring experience and I use the things I learned to this day.

Some of the things I found most valuable:

- Interacting and forming bonds with librarians from many different types of libraries, I still connect with some of them
- Learning about change management, particularly as it affects people from an emotional level
- Public speaking and selling my ideas
- Team work, compromise, and working toward a common goal and thinking about my place in the process
- Creative thinking and stepping outside the bounds of bureaucracy for the duration of the institute
- The retreat-like nature of the institute (5 whole days away from work, family, life distractions) which helped to really get deep into new ideas.(plus it was at this really beautiful resort in Idaho!)
- The people who ran the show were really good. Plus we had mentors who were attached to smaller groups to help us with figuring out issues and offering their guidance, experience and expertise. They were actually pretty tough with us, kind and professional but it wasn't just a walk in the park, it was real work
- The only thing I did not like is they did the whole personality type to us in the beginning and made it too big of a deal in every little thing we did!
- Honestly I went into it with a lot of trepidation as I thought it will be too frou-frou and touchy-feely (and was a little!) But I ended up feeling like it was a great experience and incredibly valuable especially as I was just starting out in a leadership position.

### Respondent 2

I have attended several types of leadership training including PNLA's excellent PNLA Leads. Actually, Jane, there are MCL folks who had that training – Angela Weyrens, Brandon Barnett – I'm sure there's someone there who could talk to you about it. That institute was based on the Snowbird training Vailey attended. There are several things I appreciate about that experience. One – it was several days of intensive work far away from the daily grind. We were able to hyper focus on the work, which is invaluable. Two – it was a great mix of practice and theory. Three – we spent considerable time learning about ourselves and our personality/communication styles. In addition to providing insights about my own leadership approach, the institute helped me to feel like I had something to offer. I used to look around at library leaders and think, you know I'm not sure I fit in there. I had a lot of doubts about a career in libraries. I came out of the institute charged up and ready to be my own kind of library leader, if that makes sense.

If you have any questions, let me know. This is an important topic for me.

### Respondent 3

I actually rejoined PNLA because I am considering their LEADS institute in the future and their membership price and LEADS price have gone down. I was just at the ALISE and conference and one of the doctoral students did a comparison of leadership programs. This was her poster title -- Developing emerging leaders in the library profession: The relationship between program content, competency and self-confidence.

More information here:

<http://slisweb.sjsu.edu/programs/san-jose-gateway-phd-program/doctoral-student-profiles/mary-jo-romaniuk>

I inquired about LEADS in comparison to the Harvard Leadership program and she informed me that LEADS might be a better program in certain contexts. Anyway your email was timely.

Let me know if you would like me to contact Mary Jo for her poster or dissertation info.

#### **Respondent 4**

(I received a phone call from a librarian who felt very strongly that we should rejoin PNLA . I asked her to put it in writing.)

Here are my major points from our conversation:

· As one of the PNLA Board sub-committee members who created the PNLA Leadership Institute from scratch, I can tell you it was an intensive and extensive project. And the costs of putting on the Institute are considerable since you're paying for the site, the meals, the informational materials and the presenters. It's a real challenge to keep costs down far enough, or find scholarships and/or corporate sponsorships enough, to allow attendees to be able to afford the experience.

- I'd advocate for rejoining PNLA over re-creating the wheel due to the time and labor and costs involved in both the creation and the presentation of an Institute.
- Jan Zauha (zoo-ha) and I were on the PNLA Board together for several years and she's been studying the long-term effects of leadership institutes in general, and PNLA's in particular. I will connect you two so you can discuss this issue.

#### **Respondent 5**

I'm super busy and don't have time to respond to you in full this week, but are you familiar with the Oregon Institute for Leadership Development, sponsored by the AAWCC (American Association for Women in Community Colleges)? <http://www.aawccoregon.org/oild/>

I went last year, and it gave me the inspiration to one day be a library director and beyond. The agendas are linked so you can see what the past years have covered. It was amazing—the kind of experience I wish everyone could have. It would be awesome if there was a library-specific leadership institute!

#### **Respondent 6**

I was interested to learn that OLA is thinking about leadership training. I am a Massachusetts transplant to Oregon and attended the MLA Leadership Training 8 years ago. It was a very interesting and encouraging experience. I was a new Library Director at that time and it provided a range of information, but really focused on management skills. I then helped plan the MLA institute 6 years ago as well. One of my staff and other former staff attended that second institute and benefited tremendously.

I think mixing the types of libraries is very important - academic, corporate, school, public. The institute really helped people bridge differences. Often managers can feel very alone and the networking aspect is great. I also liked to see people squirm a little with Exercises in dealing with competition, controversy, or other conflict resolution and problem solving scenarios. These are pretty typical Business School Case Studies, but leaders are forced to make decisions regularly. Much of the first session dealt with personality types and recognizing strengths in yourself and others. This was valuable in management but also in working with colleagues (town government, public, media, finance, donors, etc).

One of the most recent sessions I went to in MA before we moved included a talk about the future of libraries. I loved the discussions this provoked. I strongly encourage a slice of the pie to be directed at ambition and invention (leading, facilitating, or encouraging staff with their ideas). At this session we learned of Colorado and the ebook lending they were doing.

Since my move to Oregon, I have not reentered the library field as a librarian, but do serve as a Board Member at Garden Home Library. I don't have a lot of time to help out, but am happy to share info with you or put you in contact with the people in MA who would hold the details.

#### **Respondent 7**

The Pacific Northwest Library Association Leadership Institute (PNLA Leads) was unlike any other library professional development experience I've had. The majority of my professional development has been focused

outward. I learn about our community and its changing demographics; about new technologies and how we might use them in the library; about the specific audience – teens, in my case – we want to reach with programs and services; and of course, about innovative ideas in other libraries. In comparison, I’ve spent almost no time thinking about how I, as an individual, fit into the puzzle. PNLA Leads was a unique opportunity to focus inward, and learn about myself.

*Geez. Sounds self-centered.*

I know – but it was more about becoming aware of how you think, how you process information, how you function in a group.

*Why spend time on that? How does it help the library?*

Because when you learn more about the way you work – when, and how, you’re most effective at getting things done, what makes it harder for you to work – you begin to understand how other people work, too. And that understanding makes it more likely that you’ll be able to work well with others, which is a critical part of what makes the library – or any workplace, for that matter – successful.

*How people work – you mean like learning styles?*

That’s part of it, yes. But also other things, like: do you like to talk in meetings, or do you tend to be quiet? Do you like to gather a lot of information before making a decision, or do you like to go on your instincts? Do you take a lot of notes, or rely on brief scribbles, doodles and memory? Those are a few examples of different ways that people operate in the workplace. It’s not hard to see how people with different approaches might have trouble understanding each other, and how that could create conflict in workgroups.

But don’t worry – we didn’t spend the whole time navel-gazing. We looked at the big picture of the future of libraries, and brainstormed about how to position the library as a key institution in our communities. We studied how change works in organizations. We heard from mentors – library leaders from all over the Pacific Northwest – about their experiences. We did nearly all of our work in groups, which helped to reinforce what we learned about group dynamics, conflict, and conflict resolution.

Here are a few things I scribbled in my notebook:

- What you can control is tiny in comparison to what you can influence.
- When you think about partnerships, don’t focus on what the partnership brings to you and your organization. What are you bringing to them? Why would the other person care?
- People will support that which they helped to create.
- When you think you have too much on your plate, look at what’s on there. Figure out how to change what’s on your plate and make it tastier!
- “The good news is that you don’t need everyone to move forward with change, you only need critical mass.”
- “Don’t sell your relevance, demonstrate it.” Don’t talk about how important the library is – show how it makes a difference in people’s lives. A version of the often-quoted advice to writers – show, don’t tell.

I was extremely inspired by the Institute. I learned a lot from everyone: the consultants, the mentors, and my fellow participants. I’d also like to quote from the report Angela Weyrens wrote when she attended in 2006, because I can’t express this any better than she did: “I would also like to say this: I was not brainwashed. I have not returned thinking that I’ve got all the answers...I’ve just been upgraded by being made aware of my starting point. Version 2.0. Beta.”

## **Respondent 8**

Lasting effects: I made some strong professional connections with colleagues that led to great collaborations, including planning programs for OLA and a full-day preconference for PLA.

And I still reflect on the insights about leadership styles and the different ways people approach both creating & reacting to change.

I have to say up front that I remain disgruntled that OLA made the decision to part with PNLA. That group's Leadership Institute, LEADS, was invaluable in my career. My recommendation remains that OLA reconnect with PNLA...allowing our members access to this biennial opportunity. PNLA additionally gives us face to face contact with perspectives and methods from other states and provinces and this alone aids us all in our professional philosophies and our mettle in the area of leadership. But enough verbage from my soapbox.

What did LEADS teach me...or at least expose me to:

Forced reflection on my personal leadership style

Analyzed the current state of libraries and my library world in particular

Crafted a vision for my future actions

Crafted steps, large and baby-sized to walk to and achieve that vision

Experienced interpersonal communication exercises to challenge my abilities and sensitivities

Learned of strategies for empowering one's workforce

LEADS expanded my network of peers

Furthered my commitment to promote our resources and services to the whole community

Boosted my energy to partner with businesses and agencies, including the media, to expand the influence of school libraries on the climate and culture of my greater community

### **Respondent 9**

I have been lucky enough to attend the Nevada Library Leadership Institute (they have not had one in a while), The Mountains Plains Library Association Leadership Institute, Leadership Henderson Nevada (Very much like the Multnomah County Leadership Academy), and the ALA-CPLA program. Even though each of the leadership institutes were different they had many common themes that I found value in:

- They provide an in-depth opportunity to examine leadership principles and qualities mixed with good practical advice from mentors and fellow attendees
- They are lead by expert facilitators (some with library backgrounds and some without) who challenge us to think critically
- They provide an opportunity to get away and think about issues from a big picture perspective and how that applies to daily work
- They provide an opportunity to develop relationships with other leaders within the library as well as other organizations
- They provide an opportunity to reflect on the work we have been doing and how that shapes what the future will look like
- They provide an opportunity to further develop communication and "change management" skills
- They provide an opportunity for you to exam your own strengths and weaknesses and how they fit with into where we work, what we do and the profession at large
- They incorporate fun in some way shape or from
- They provide some type of project (big or small) that allows attendees to help stay connected after the institute ends

I have personally benefited by using many of the skills I have learned to plan and manage large projects, open a library, facilitate change, and be more comfortable with difficult conversations (though those are never easy). In turn these skills have helped me to "promote" within the library field, but of course that is not a goal of all library professionals =)

I hope that helps Jane, and if you need anything further please let me know.

### **Respondent 10**

I found the leadership institute very valuable. I use things I learned then every day still.

The one I attended (PNLA 2004) balanced personal exploration with professional work and I found that to be very useful. Your professional work is completely colored by who you are as a person, and that is equally true for

everyone you come into contact with during your work. It's an important aspect to consider. Some other leadership events I've come into contact with focused solely on professional topics.

I also liked that we went away from work, a retreat of sorts, so we could focus on the leadership institute. We weren't also being pulled into daily operations -- of course this was before widespread mobile internet use.

### **Respondent 11**

Hi PNLA Leads friends,

Please take the time to contact Jane Corry (see below) with reflections on your experience at PNLA Leads. We were the last group of folks from Oregon to take part in this awesome learning and growing opportunity. I was on the OLA Board when we voted to sever ties with PNLA. The Children's Services Division was the long hold-out, opposing the split. We did so because we wanted to make sure Oregon kids could still participate in a Reader's Choice Award. When we decided to start up our own ORCA, we agreed to vote along with the split as long as OLA found a replacement for PNLA Leads. It astounds me that it has taken over 4 years for OLA to fulfill its side of the agreement (CSD started the ORCA immediately and there was no lapse in the transition).

At any rate, hopefully you can share some insight so OLA can help move things in a positive direction for Oregon library leaders (especially ones who are not in administrative positions).

There was one other Oregon librarian who attended with us.. I think she works/worked at MCL last I knew. If you can forward Jane's email to her, that would be awesome.

### **Respondent 12**

I can easily say that the PNLA leadership institute changed my life. It gave me the most effective and helpful of tools: true self awareness and unbiased, critical feedback in a safe and accepting environment and time to process everything shared and learned. I had just accepted a promotion to my first library management position, and I was at the right place at the right time to need this sort of experience. I really was invested in succeeding in my new role, and new I could be better prepared, but wasn't sure quite how. It's hard to pin down, but this institute was my moment to start over, to be completely open and vulnerable, and to start becoming a better leader and person. I really started to understand politics and diplomacy in the work place after this experience. The self-reflection time was priceless.

My career really started there, with those folks. I've benefited by being a better leader because I understand myself quite a bit more, and am certainly more willing and able to continue the work of always improving and being open to feedback. I make mistakes all the time, and I'm much better equipped to move through them now, and to make sure people know I make mistakes, as well as ask how I could do something better next time. Since that first promotion to a line supervisor, I've since been given the opportunity to run one, and then two, departments. I'm now responsible for the supervisors and lead workers that lead 60% of the public services staff at Central. I love my job. I would not have done as well without this critical piece of the puzzle in place.

I wrote an article about my experience for OLA quarterly back in 2007, I think. It might be cringe worthy now, but my mind was pretty blown when I returned and I wanted to capture that. I'm not a crier, but I got off the plane, went directly to the wedding of a close friend, and sobbed the whole time- I was that raw. It was a powerful, transcendental, emotional experience. I would wish it on EVERYONE.

I hope this helps. It would be great to see others in OR get the chance to do something like this again in the future!

### **Respondent 13**

The greatest, lasting lessons and impressions that I took away from PNLA Leads 2010 were that leadership can take many forms and that finding your own voice as a leader is an ongoing process that benefits from a heightened self-awareness of balancing reactive and proactive roles.

The leadership exercises that were a part of my experience were extremely valuable for me as a library employee exploring new skills. Taking part in these exercises with others who were also challenging themselves made for an

environment rich in learning possibilities. By sharing our perspectives on various assignments I was able to gain a much better view of my own strengths and weakness as well as learning more about my hidden biases and gaining confidence in when and how to use my voice.

My strong feeling is that most of what I learned at PNLA Leads was made possible by being surrounded by engaged, passionate people all actively striving for the same goal of self-knowledge. An intimacy and honesty developed in this setting that organically nurtured networking and taught me a lot about how I work best within teams as a leader and a follower and helped me set meaningful life goals.

**Respondent 14**

I attended PNLA Leads in October, 2010.

The experience was a good one for me. I met a lot of different people from across the Pacific Northwest with a wide variety of interests and beliefs. The institute nurtured a broad-minded approach to problem-solving and emphasized being able to work with all kinds of people at all levels within an organization. The training also emphasized the importance of "leading from any position"--not just the top--and that good leaders are made, not born. The trainers excelled in asking tough questions that forced us to be introspective and get comfortable with self-reflection, critique and assessment. For some, it was emotionally-charged. While I don't think the experience prepared me for every situation I have since encountered as a branch manager (an impossibility), it was a solid springboard from which to jump to the next level in my career. I took my acceptance to the institute as a sign from MCL that they wanted to nurture me as a leader within their organization. I was promoted to temporary manager soon after and subsequently to branch manager. I am grateful for the opportunity and hope that PNLA will be able to continue to offer the institute or something similar to incubate future library leaders.

Name	Description	Sponsor	Number of Attendees	Participant Tuition	Total Event Cost (lodging, meals, facilitators, supplies)	Facilitators	Contacted and Costs	Notes
North Carolina Library Association Leadership Institute	4 day residential leadership training program	NCLA with support from State Library of NC	30	\$300 (2014)	\$25,000 (2012) for speakers, facility, food materials		NCLA 5/14/14 egh. Received email from Michael Crumpton, Chair of planning committee for NCLA Leadership Institute. Sent info on 2014 program, and cost of 2012 program.	
Eureka! Leadership Institute (CA)	Week long residential leadership training event for public library staff	California State Library partnership with Infopeople	32	\$500 (2014)	Budget of entire year-long program is \$284,000. This includes \$108,000 provided by CSL LSTA plus \$16,000 (\$500 registration x 32 participants) for institute and follow up gatherings, plus \$160,000 for participant projects provided by CSL LSTA (\$5,000 x 32)	Becky Schreiber and Jack Shannon (developed Snowbird program and facilitate PNLA Leads)	Holly Hinman, Infopeople Director, 4/12/14 egh. Telephone conversation scheduled for 4/23.	Participation in Eureka! Institute involves a year long commitment to develop local library projects via 5K LSTA grants (provided by CSL to each of the 32 participants). Process includes leadership institute, Encore meeting to check-in 6 months later, and an Anniversary meeting to showcase LSTA projects one year after institute.
TALL Texans Leadership Institute	3 day advanced leadership and management education	TLA with Demco (sponsor of the institute)	24	\$595 (2014)		Maureen Sullivan and Jack Higgins	TLA 4/12/14 egh. Contacted by email from Ted Wanner, Continuing Education Specialist with TLA. Emailed questions asking about budgetary considerations (4/19)	
Wyoming Library Leadership Institute	3 days	Wyoming State Library	8 to 10	free (2013)		National Outdoor Leadership School (NOLS) and Jep Enck	Chris Van Burgh, WY State Library, 4/12/14 egh. Received email from Chris 4/17 saying he would "love to visit about this!"	
Menucha Retreat and Conference Center-Quote for Meeting Space & Lodgins, Corbett, OR (Ballard Hall)	4 nights, 5 days	mid season rate	20		\$3120 total: \$730/night X 4 = \$2920 plus \$10/set of towells and sheets X 20 =\$200		\$5920 (conference space, lodging, meals)	5920+7200 (facilitator) =\$13,120
Menucha Retreat and Conference Center-Quote for Meeting Space & Lodgins, Corbett, OR (Creevey Commons)	4 nights, 5 days	mid season rate	20		1140 x 20 =\$4560. (no linen charge)		\$7360 (conference space, lodging, meals)	7360+7200=\$14,560

Name	Description	Sponsor	Number of Attendees	Participant Tuition	Total Event Cost (lodging, meals, facilitators, supplies)	Facilitators	Contacted and Costs	Notes
Menucha Retreat and Conference Center-Quote for 12 Meals	Day 1 Dinner through Day 5 Lunch (12 meals)		20		\$2800 (20 X \$140) plus \$24 per person for 12 meals if vegetarian, vegan, gluten free, etc.			
John Morgan, Chinook Institute for Civic Leadership	4 days/7 hours per day = 28 hours plus 20 hours prep @ 150/hr =\$7200				\$7200. See column B			