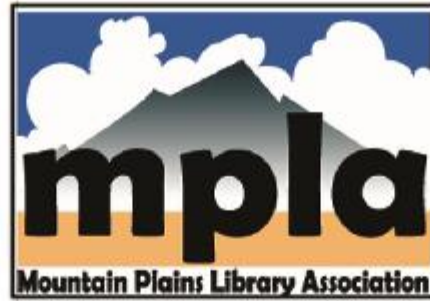


Appendix A - Agenda for 2012 Institute



Mountain Plains Library Association
Leadership Institute

May 6-11, 2012

YMCA of the Rockies, Estes Park, Colorado

Thank you to

Platinum Investment Sponsor

Gerald M. Kline Family Foundation

Innovative Interfaces, Inc, and SkyRiver

GERALD M. KLINE
FAMILY FOUNDATION

Innovative
interfaces



THANK YOU TO

Bronze Investment Sponsors

Emporia School of Library and Information Management

***University of Arizona
School of information Resources and Library Science***



Founding Sponsor

Mountain Plains Library Association



Friends of MPLA Library Leadership Institute Donors

Marilyn Hinshaw - 2002 Founding Committee Chair

Debbie Iverson - 2002 and 2005 Institute Mentor

Karen Chobot - 2002 Institute Fellow

Kirsten Clark - 2004 Institute Fellow

Jean Hatfield - 2005 Institute Mentor

Mickey Coalwell - 2006 Institute Fellow

Sharon Moreland - 2006 Institute Fellow

JaNae Kinikin - 2007 Institute Fellow

Heidi Sue Adams - 2007 Institute Fellow

Robert Shupe - 2005 Institute Fellow

Tom Taylor - 2010 Institute Fellow

Elvita Landau -2010-11 MPLA President

Judy Zelenski - 2010 & 2012 Institute Coordinator

MPLA Leadership Institute

May 6-11, 2012

Facilitator & Leader

Maureen Sullivan

Onsite Team

Judy Zelenski, Coordinator & Mentor

Dan Stanton, Polymathic Factotum & Mentor

Mickey Coalwell, Mentor

Adriane Juarez, Mentor

Valerie Nye, Mentor

Robert Shupe, Mentor

General notes:

- **Meals** are in the _____ Dining Hall (which we will share with other groups)
- **All General Sessions** are all held in the Lodge Meeting Room
- **Coordinator:** Judy is located in Room _____. Cell phone: 303-263-6323.
Knock or call for assistance anytime.
- **For Any Onsite Emergency: Dial 222**
- **Name tags:** Please wear them throughout the Institute.

- **Confidentiality:** *Very important!* Please respect the confidentiality of shared institute experiences and discussions.
- **Mentors** are 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. Please sign up on sheets located in the meeting room.

There is slightly more time set aside for meetings with mentors near the end of the institute when 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 of the mentors before their free time becomes booked.

- **Focus Groups** are scheduled for Thursday afternoon to give our major sponsor, Innovative Interfaces, Inc., an opportunity to gain your insights.
- **MPLA board** members are arriving Thursday afternoon in advance of their meeting on Friday morning. You will meet them before and during Thursday dinner and at Friday breakfast.

AGENDA – Sunday, May 6

May 6 is World Laughter Day

- 1:00 – 5:00 PM** Arrival, check in, move into rooms, unpack; Explore or relax
- 5:00 – 5:30 PM** **Welcome** and brief orientation - Lodge Meeting Room
- 5:30 - 6:45** Dinner - Dining Hall

7:00 PM

Session 1

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**

10:00 PM

Quiet

AGENDA – Monday, May 7

Children's Book Week Begins

7:00–8:15 AM

Breakfast - Dining Hall

8:30 AM

Community Review: Announcements, issues, questions

Session 2

Maureen Sullivan

- **Leadership in Libraries: Challenges & Opportunities**

- **Principles & Practices of Effective Leadership**

10:30 AM

Break

10:45 AM

Session 3

Mentors: Mickey Coalwell, Adriane Juarez, Val Nye, Robert Shupe, Dan Stanton, Judy Zelenski

- **Get to Know the Mentors: Defining themselves and their careers**

- 11:30 AM** Free time
- 12-12:45 PM** Lunch - Dining Hall
- 1:00 PM** **Session 4**
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 5**
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 - 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, relax
- 10:00 PM** Quiet

AGENDA – Tuesday, May 8

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

8:30 AM Community Review: Announcements, issues to resolve, questions

Session 6

Maureen Sullivan

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

10:15 AM Break

10:30-11:45 AM **Session 7**

Maureen Sullivan

- **Using Power and Influence**
 - **Understanding personal power**
 - **Styles of influence**

12-12:45 PM Lunch - Dining Hall

1:00 PM **Session 8**

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 **Session 9**

Maureen Sullivan

- **Creating a Culture of Commitment**
 - **Understanding motivation & empowerment**
 - **Coaching & mentoring**

5:00–5:30 PM Meeting with mentors, informal time

5:30 – 6:15 PM Dinner - Dining Hall

6:30 – 8 PM **Session 10**

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 – 10 PM Meeting with mentors, informal time

10:00 PM Quiet

AGENDA – Wednesday, May 9

7:00–8:00 AM Breakfast - Dining Hall

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

8:30 AM Community Review: Announcements, issues, questions

Session 11

Maureen Sullivan

- **Project Planning and Management**

10:00 Break

10:15 **Session 12**

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**

12-12:45 PM Lunch - 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 make final preparations for your production. Each group will have up to 15 minutes to present.

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

Facilitator: Robert Shupe

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: Mickey Coalwell

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: Dan Stanton & Judy Zelenski

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: Adriane Juarez

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 Leading in Crisis: Living through and overcoming difficult work environments

Facilitator: Valerie Nye

How is leading in crisis different from other situations? What are steps that can be taken to buoy morale in times of uncertainty? How have you learned to operate effectively (or thrive) in chaotic work situations? What types of communication are most effective in an unstable environment? What can be learned and gained from working in an environment that has fewer resources than are required? How do you transition from a crisis filled environment into a “normal” work environment? What is your advice for others in living through a workplace crisis?

5:30–6:15 PM Dinner - Dining Hall

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

7:00- 8:30 PM **Session 11**

Presentations from afternoon discussion groups

8:30–10 PM Informal time for meeting with mentors or colleagues, thinking, reading, hanging out, resting, games

10:00 PM Quiet

AGENDA – Thursday, May 10

- 7 –8:15 AM** Breakfast - Dining Hall
- 8:30 AM** Community Review: Announcements, issues, questions
- Session 13**
- Mentors: Last Thoughts**
- Each mentor will share the one thing they think people preparing for leadership should know.
- 10:00 AM** Break
- 10:15 AM** **Session 14**
- Participants and Mentors**
- **Moving Forward: Planning our leadership futures**
 - **Making personal plans**
 - **Pairing with learning partners / guides**
 - **Finalizing personal plans for growth & development**
 - **Setting personal goals**
- 11:00 AM** Free Time - Meeting with Mentors
- 12– 12:45 PM** Lunch - Dining Hall
- 1 PM-2:00 pm** **Focus Group**
- Half of participants meet with Innovative staff for Focus Group**
- Rest of participants meet with mentors, continue making personal plans, meet with learning partners, set goals**
- 2 -2:15 PM** Break
- 2:15 -3:15 pm** **Focus Group**
- Half of participants meet with Innovative staff for Focus Group**
- Rest of participants meet with mentors, continue making personal plans, meet with learning partners, set goals**

- 3:15** Break
- 3:30–4:30 PM** Free time - Work on individual plans for development & growth; Pack; Hang out; Hike; Final opportunities for meetings with mentors.
- 4:30 - 5:30 PM** **Reception**
Meet with MPLA Board members. Recognition by Dana Braccia, MPLA President
- 5:30–6:15 PM** **Dinner with MPLA Board Members** - Dining Hall
- 7– 9:00 PM** **Wrap up Gathering - Leadership Institute Participants**
- What we've experienced; looking to the future!
- 10:00 PM** Quiet

AGENDA – Friday, May 11

- 7–8:15 AM** Breakfast - Dining Hall
- Departures throughout the morning; turn in room keys
- Shuttles leave from for DIA at 10 am & 1 pm
- No further meals served

After the Institute

Watch for online evaluations which will be sent after you have had time to reflect on your Institute experience.

If you are not already a member, JOIN MPLA!

(<http://forms.mpla.us/machform/view.php?id=10>)

Write travel reports and thank you messages to your library, state library association, & Institute sponsors. Tell them about your opportunity, experience and learning.

Innovative Interfaces, Inc.
Gene Shimshock, VP Marketing

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genes@iii.com

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Mountain Plains Library Association
Dana Braccia, President
Scottsdale Public Library System
3839 N. Drinkwater Blvd.
Scottsdale, AZ 85258
president@mpla.us

Send photos to MPLA Newsletter Editor: editor@mpla.us

Write articles for state association newsletter, state e-list, MPLA list and others.

Review your goals and next steps – make lots of progress!

STAY CONNECTED & KEEP IN TOUCH!

Next

MPLA Library Leadership Institute

2012

May 6-11, 2012 in Estes Park Colorado

Participants selected who have been MPLA members in both 2011 and 2012
will receive a discount on registration fees

See the MPLA website for more information:
<http://www.mpla.us/leadership/index.html>

Next

MPLA Library Leadership Institute

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will receive a discount on registration fees

See the MPLA website for more information:
<http://www.mpla.us/leadership/index.html>

Appendix C - Publicity
MPLA Leadership Institute 2012

The 2012 Leadership Institute will be held May 6 – 11, 2012, at the [YMCA of the Rockies](#) in beautiful [Estes Park, Colorado](#).

The Institute will again be facilitated by nationally known organizational development consultant [Maureen Sullivan](#), who has over 25 years experience in leadership development.

The MPLA Leadership Institute is not your average conference or classroom continuing education experience. The Leadership Institute is an intense program with long days filled with a variety of activities, active discussion, and critical reflection built around:

- Leadership
 - Principles
 - Strategies
 - Values
- Communication
- Managing Differences
- Risk Taking
- Power and Influence
- Leading Change
- Commitment
- Groups and Teams
- Project Management
- Personal Planning

Application forms and guidelines will be available on the MPLA website beginning July 1, 2011 and completed applications are due no later than November 1, 2011.

Requirements for 2012 :

- Employed in a library organization in MPLA's 12-state region
- Current member (last 2 years) 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

The MPLA Leadership Institute is designed to provide a high quality, affordable development experience for current and future leaders in the 12 state Mountain Plains region.

We are pleased to be able to offer our Leadership Institute in 2012. Stay tuned for more information on the [MPLA web site](#), [Facebook Page](#), and through your local State Association!

--Dan Stanton, Chair, MPLA Leadership Institute Committee

Appendix D

MPLA 2012 Leadership Institute Planning Information for Participants

Congratulations on your selection to participate in MPLA's 2012 Leadership Institute! Here is some basic information to help in your planning.

First: Know that the MPLA Leadership Institute is not your average conference or classroom continuing education experience. It is an intense program with long days filled with a variety of activities, active discussion, and critical reflection. You won't have time to do anything else during the institute (such as side trips or meals off-site).

Arrival: Please make arrangements to arrive in Estes Park no later than 4 pm on Sunday, May 6. The Institute begins with an introductory session at 5 pm just before dinner. The first session with Maureen Sullivan is at 7 pm.

Departure: The Institute ends with breakfast on Friday, May 11. Participants must stay for the entire Institute.

Cost: \$650 includes double room, all meals, facilitation and materials. Discounted cost for those who joined MPLA by November 1, 2011, is \$550. Participants are responsible for cost of transportation.

Location: The YMCA of the Rockies, Estes Park Center is about 80 miles northwest of Denver, near the Rocky Mountain National Park. See http://www.ymcarockies.org/EPC_About_us.htm. Webcam: http://www.ymcarockies.org/EPC_Webcam.htm.

Air Transportation: Fly into Denver International Airport (DIA).

Shuttle Service: The Estes Park Shuttle is the only company that offers service between Estes Park and DIA. Drive time is approximately 2 hours. Cost is \$45 one way; \$85 round trip.

| Estes Park to Denver International Airport | Denver International Airport to Estes Park |
|---|---|
| 5:00am | 8:00am |
| 7:00am | 10:00am |
| 10:00am | 1:00pm |
| 1:00pm | 4:00pm |
| 4:00pm | 7:00pm |
| 7:00pm | 10:00pm |

Plan flight arrival to allow plenty of time catch a shuttle to Estes Park no later than the 1 pm departure on May 6. Plan return flight to allow plenty of time for check in after shuttle arrival. Reservations online at <http://www.estesparkshuttle.com/shuttle.cfm> or phone: 970-586-5151.

Driving: For maps and directions see <http://www.ymcarockies.org/EPC-map.htm>.

Weather: Be prepared for almost anything. Average May temperatures in Estes Park range from lows in the mid 30's to highs in the low 60's. It is also the wettest month, which could be in the form of rain or snow. Weather can vary dramatically over the course of a day. Bring a variety of clothing layers. To check the current weather and monthly averages, see <http://www.weather.com/weather/today/USCO0130:1:US>

Lodging: Institute participants will share double rooms in one of the main lodges. Each room has two queen beds and full private bath. No TV. There are elevators and handicapped rooms are available. There is free wireless internet access. Cell phone reception is dependent on the type of phone and service provider, but signals tend to be weak overall. There are public phones available for guest use. A list of room assignments will be available in early March.

Food: Breakfast, lunch and dinner are served every day in an all-you-can-eat buffet-style dining hall. Special arrangements can be made to accommodate food allergies. The dining hall is a short walk from the lodges. We will share the dining room with a variety of groups and ages including students at outdoor labs (the "Y" in YMCA).

Facilities: All facilities are non-smoking. Alcoholic beverages are not sold on-grounds and may be consumed only in the privacy of your room or group meeting space.

Altitude: Elevation 8010. Above 8,000 feet, oxygen is approximately 45% less dense and there is 50% to 80% less humidity than sea level. To alleviate symptoms of altitude fatigue plan to drink plenty of water, eat lightly, and avoid caffeine and alcohol.

Questions: Contact Judy Zelenski, Coordinator: execsecretary@mpla.us.

Appendix E

MPLA Leadership Institute 2012

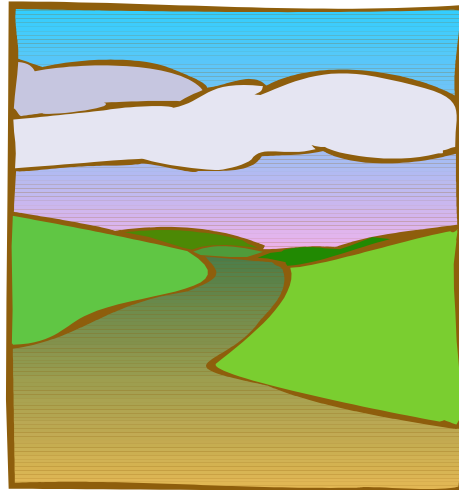
Deadline for Applications: November 1, 2011

The 2012 Leadership Institute will be held May 6 – 11, 2012, at the YMCA of the Rockies in beautiful **Estes Park, Colorado**.

The Institute will again be facilitated by nationally known organizational development consultant **Maureen Sullivan**, who has over 25 years experience in leadership development. Maureen has been elected to the 2012-13 presidency of the American Library Association and will be facilitating the 2012 MPLA Leadership Institute during her presidential year.

The MPLA Leadership Institute is not your average conference or classroom continuing education experience. The Leadership Institute is an intense program with long days filled with a variety of activities, active discussion, and critical reflection built around:

- Leadership
 - Principles
 - Strategies
 - Values
- Communication
- Managing Differences
- Risk Taking
- Power and Influence
- Leading Change
- Commitment
- Groups and Teams
- Project Management
- Personal Planning



Find guidelines and link to application form: <http://www.mpla.us/leadership/index.html>. Completed applications are due no later than November 1, 2011.

Requirements for 2012 :

- Employed in a library organization in MPLA's 12-state region
- Current member (last 2 years) 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

The MPLA Leadership Institute is designed to provide a high quality, affordable development experience for current and future leaders in the 12 state Mountain Plains region. Cost: The cost \$650 for state association members without a current MPLA membership; or \$550 for those who are also MPLA members. Cost includes double room, all meals, facilitation and materials. Participants are responsible for transportation.

For more information contact Judy Zelenski: execsecretary@mpla.us; Dan Stanton: danton@asu.edu; or Adriane Juarez: ajuarez@slcpl.org.

Appendix F
Sample News Release format for participants to send to local media

(Fill in and add information as appropriate)

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 60 applicants.

Background of individual:

The Institute will be in Estes Park, Colorado, April May 6-11, 2012. Institute facilitator is Maureen Sullivan who was recently named Academic/Research Librarian of the Year by the Association of College and Research Libraries (ACRL) and is incoming president of the American Library Association..

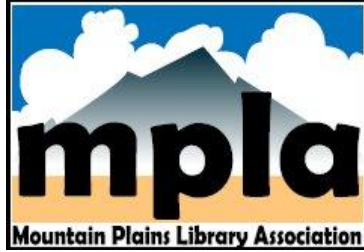
Major sponsor of the Institute is the Gerald Kline Family Foundation (Innovative Interfaces and SkyRiver).

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.

###

For more information:
Judy Zelenski
Leadership Institute Coordinator
execsecretary@mpla.us
303-985-7795
14293 W. Center Dr.
Lakewood, CO 80228

Appendix G - Sample Invoice



Mountain Plains Library Association

14293 West Center Drive – Lakewood, CO 80228 - 303-985-7795 – www.mpla.us

INVOICE

To:

Re: MPLA 2012 Leadership Institute

Date: February 7, 2012

Please Remit to:

Mountain Plains Library Association
14293 West Center Drive
Lakewood, CO 80228

Description: Registration fee - MPLA Leadership Institute, May 6-11, 2012.

Amount Due: \$550. (This is the discounted fee for MPLA members)

Date Due: March 16, 2012

Thank You!

Judy Zelenski
Leadership Institute Coordinator
execsecretary@mpla.us

Appendix H

MPLA 2012 Leadership Institute Participants

Debbie Aden

Reference Desk Assistant
University of Nebraska-Lincoln
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Judy Zelenski

Executive Secretary &
Newsletter Editor
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