Paragraph Responses -- OVERALL
Institute on 21st Century Librarianship Participant Survey

Question: 20a. Please describe up to three changes you suggested in your library/organization as a direct or indirect result of your Institute attendance:

Suggestion #1:

Unification of technology and library services into one department.

I suggested that certificated staff be used in the library. This didn't happen and although there is a very knowledgable clerk, the district does NOT want to pay the salary of an MLIS.

More concern about preservation of materials and the importance of migrating digital materials.

Move library more toward knowledge management

Implemented suggested management tips such as Marty Manley's "blue sheet" and abbreviated statement of philosophy.

Relooked our digitization efforts in the light of perceived effectiveness, intended customers, and modernizing technology

Publicize ourseleves as community resource.

Providing some user-friendly services such as pagers to notify students when reserve materials are available; boxes for after-hours pickup of materials;

increased resource allocation for electronic reference services

Design of the library web page.

Incorporate e-books into the collection

Marketing stratigies

change in committee structure to encourage active adhoc committees, rather than standing committees

Suggested a formal mentoring program for new full-time employees.

Create a librarian position for oversight of combined reserve, fine arts and media service/collections.

Adjust the budget for electronic resources

Knowledge management - building a team to manage the libraries knowledge and leaning

Fire someone!

Change in meeting room charges - to increase revenue for the library.

develop the on-line catalog by linking bib records to full text of the title; by linking other web sites to 'features' within the catalog, by using Endnote or other data organizer to extract, reorder, and describe the contents of the on-line catalog--to customize as much of what the library can for off site users.

Outsource more functions (e.g. OCLC PromptCat) so we can concentrate on our core competencies.

faster telecommunications/TI line

Staff Intranet to better facilitate internal communication

Changed policy around allowing students to photocopy materials for educational use.

redefinition of a librarian position vacancy due to retirement. Took the responsibility for shepherding the position through the approval process and secured approval.

Leadership training for branch library managers

Management skills with staff - worked to develop team atitude and strengthen collaboration

Question: 20a. Please describe up to three changes you suggested in your library/organization as a direct or indirect result of your Institute attendance:

Suggestion #1:

If there is a meeting it should always
end with assigned action steps. Instead
of always talking about an issue, the
organization could DO something about it.

We are in the process of planning for a new facility, as well as planning a temporary facility during the reconstruction. I have been very active in promoting the needs of the Library to senior management.

Streamlining the Children's collection materials selection system.

Started Self-Directed Work Teams. My staffs are given the authority and responsibility to direct their own day-to-day work progress and manage themselves.

Monthly priorities for department

I recommend that folks consider the DISC method of evaluating leadership styles rather than the Meyers-Briggs. DISC is far simpler and more effective in making quick decisions about how to interact with persons one deals with infrequently.

Instituted various social interactions, i.e. Director's lunch, dinner at my house.

Values Clarification

Taking more advantage of web, creating different arrangements of information.

Further develop a program directed to young adults (re: Gen Y)by evaluating the use of technology in a library setting.

Create customer service mail box for staff to use to report their own and customer suggestions and concerns. An anonymous mail account can be used.

I visited Metreon during ALA in SF last summer. I felt that it reflected the discussions we had on Generation Y. I suggested that the managers visit the place with close attention to the way it displays and organizes itself. As a result a field trip was arranged as part of our managers meeting. Ideas were pursued from the trip.

1. provide a more "marketing based approach" to describing/presenting information about library services and "products", ie. books, materials

Changes in the structure of our management meetings to include more input from everyone.

I suggested we look closely at the personal interaction theories discussed and presented at the institute

use web to create electronic branch library that mirrors all services available at local libraries

Extending library services through virtual library.

Learning Styles

I am currently asking that I be given disability services as part of my job- I have been doing it voluntarily for 5 years now.
Not accepted yet but I feel it will be. I may need to present it to the Library Management Team.

From Manning presentation we invited her to attend the annual library staff meeting day and learn about our styles, which has been helpful

"Rules of management has changed".We need to change our old and existing rules.

Promoted Web-based reference

Expansion of public training for electronic resources.

Question: 20a. Please describe up to three changes you suggested in your library/organization as a direct or indirect result of your Institute attendance:

Suggestion #1:

Place a greater emphasis on purchase and preservation of local history materials.

To increase the communication factors between the staff lines.

To use Core Competencies to define what we do best given a zero growth budget.

Planning more parent volunteer involvement in the daily activities of the school library.

Head of Technical Services make weekly visits to branches for the purpose of improving staff access to me.

As part of the reorganization of the Central Library, worked with Central Library Mgr to revise collection development duties for Central Library Staff. The bulk of their selection duties will be assumed by my department.

Create a Webpage

Rearrangement of collection development duties of Senior Librarians and reference librarians.

Alternative procedures and policies for matching collection development, patron demand, and reservation system

restructuring library advisory committees

Create an online training course for student assistants who work in the library that they must pass before or shortly after they are hired. This course is intended to provide better training and an information resource for the student assistants by incorporating existing and new training materials into an online course format.

I started a monthly staff newsletter.

That the library be more Youth oriented and recogizes and accomodates youth study habits that are different then Adults. I supported to end the no food no drink policy at SJPL.

1. I suggested "topic based" lunch bag sessions for staff. We have done several around institutes or other trainings.
2. I suggested that two additional staff members be added to our "Supervisory Team", so far the answer has been "no", but I'm still suggesting it.

Started a group for "young" librarians. It is an informal "thank tank" for the county. It also serves as a mentorship group since "older" librarians are invited to tell us about their "career paths."

Conducted Marilyn Manning's surveys to the staff who report to me, and my Department Head, in an effort to improve internal communication.

mentoring for managers

To more actively plan services for and work with the Millenial generation.

We all did the DISC booklets on personalities and many of the staff did the time management booklet as well. Led to a great deal of perceptive discussion/changes on how we team.

Reorganization of reference services systemwide--I chaired a staff committee which examined information delivery services and ultimately recommended several changes, including establishment of a hotline reference service, establishment of virtual real-time reference, and reorganization of the Central Library.

Training on demographic awareness, working on multi-generational teams, using the technical skills of Generation Y

Holding an all-day planning session for managers

Question: 20a. Please describe up to three changes you suggested in your library/organization as a direct or indirect result of your Institute attendance:

Suggestion #1:

Re-allocation of work responsibilities.

More frequent meetings among staff of specific units in public services area.

We changed the format of our Staff Development Day. We requested and received funding from the Library Friends Group so we could have Marilyn Manning as the Facilitator.

focus on effective problem solving and not process. Identify most effective process depending on the problem. Example: not everyone has to be in the room on every problem

Requested workshops by Center for Teaching and Learning for all staff that teach library workshops.

Transistion of library from repository to hub of information. More emphasis on current information sources.

Move to Sunday hours

Intra-library loans
We have brought on-line a union catalog

Encouraged my boss to send my collegues or junior staff for training in order to equip themselves with the use of computers and learn to search for information through the internet.

Mentoring of Middle Staff by Executive staff. Grooming/Training staff for future management positions. FLP will have alot of upper management retiring in the next 2 years, this mentoring will help the library transition
easier due to changes in management.

Provide more staff development opportunities (similar to workshops we had at the Institute) for new librarians and interested paraprofessionals.

Fire people when necessary.

As staff to take classes as offered by the County, InfoPeople for self-improvement. County will pay the cost & time is made available to take off...

Instituted wireless network access.

I suggested to Stephanie to evaluate our core competencies/services by following Janet Cohen's suggestions. Stephanie incorporated this into her Prop. 14 plan.

Reward positive attitudes.

Involve more staff (esp. line staff) in the decision making process.

improvements to mentoring system for early career librarians

Rewards programs for staff

changes in the mentoring process and how mentors are selected/assigned

1. I suggested that our library system should develop an ongoing
in-house program to encourage and pay for library school attendance for current Library Assistants, Aides and Pages. I also suggested that we have an in-house training program for 'demi-librarians' who have had our training but not yet received an MLS.

I have been personally encouraging and following up with part-time temporary staff and patrons who have shown an interest in Library School. When offered the opportunity to be the host for a Library School intern, I eagerly accepted and made sure she was the best that public librarianship had to offer.

Question: 20a. Please describe up to three changes you suggested in your library/organization as a direct or indirect result of your Institute attendance:

Suggestion #1:

Reorganizing materials selection lists by potentital vendor as a way to streamline acquisition procedures.

Give library assistants a chance to have "moments of leadership".

We need to develop a mission and stategic plan through a process that involves all the library--an perhaps some of our stakeholders.

Survey your customers and scrutinize the results.

/rewrite our bibliographic instruction curricula

staffing

Suggested to my supervisor that we get some training or consultant help on learning organizations and emotional intelligence.

Development and/or written documentation of library "culture" in the form of staff handbook.

Re-looking at the way we do things and moving more toward teaching how and away from doing for our customers - offering choice.

Reviewed current collection development organizational structure and created a written document outlining my review.

1) Took the lead in organizing medical school administrators, faculty, and IT leaders on campus to develop a multi-year and multi-institutional grant proposal to develop a strategic plan for information management throughout our enterprise. The group elected me chair of the planning team and I am a co-investigator on the grant proposal with the Senior Associate Dean for the School of Medicine.

Participated in administrative retreat leading to reclassification of three Deputy County Librarians so positions are recognized as administrative and not supervisory. New management positions will be created to support the work of each Deputy County Librarian.

Find the percentage of ethnic groups in my community, and check against the collection, and fill the gaps.

Programming ideas.

change processes from what we did before to new risk taking

Investigate digital reference service as a method of extending library services to distance students

Change to Dreamweaver web development tool.

In the weekly management meetings I am a much stronger advocate for the staff and its input. I am able to describe more clearly what I think it means to be a leader and I think the Director would agree that I'm not shy about bringing that up when necessary. I have seen the positive effects on my colleagues and the way we have handled some recent challenges.

My staff were not comfortable offering Word processing and other Microsoft Office Products. They were very reluctant - I did it anyway and felt more confident implementing an unpopular decision knowing it was right for the public.

That we evaluate on an ongoing basis our services to Gen Y and Gen Y patrons as well as generations following (Z? etc.)

Webpage improvements

Serials solutions

Question: 20a. Please describe up to three changes you suggested in your library/organization as a direct or indirect result of your Institute attendance:

Suggestion #1:

Spend more on continuing education for staff and library board commissioners.

Push power and authority out further in the management tree (from librarians to staff to student library assistants).

The discussions relating to Generation Y had a tremendous impact on me. We have now moved to installing learning commons, allowing mobile phones in some areas and talking in the majority of areas in the Library. I am looking at installing vending machines and allowing food consumption in discrete areas as well. It would be fair to say however that the University Librarian was also thinking along similar lines so these changes would have occurred at any rate. I have played a stronger leadership role than would otherwise have been the case however.
Work to think ahead of the curve, to anticipate rather than follow changes in technology, for instance. Put teams in place to facilitate this, for technology and for electronic reference sources.

Upgrade the technology used in the library to better position us for digital projects. We plan to digitize the senior projects and few other special collections and provide access over the web via our online catalog.

More focus on mentoring librarian, non-librarian, and student staff.

Emphasizing the importance of providing customer services from the customer's perspective

Begin considerations of web-basesd reference service, and certainly begin to offer formal e-mail reference service.

I serve as chair of our library's strategic planning committee. We have been struggling with a way to determine what to stop doing as a library. As a result of the Institute, I have introduced core competencies as a tool to use.

Rather than relying on our development department, I've become more involved in fundraising for the library.

More web based materials

Designing new facilities to encourage youth to utilize the library.

When the Library received the okay to begin a fee-based books-by-mail program, I suggested we launch a pilot program and offer it for free to patrons who are homebound.

The Ventura County Library develop an countywide customer satisfaction survey to be administered annually.

Implementat an evaluation process for library programming. This recommendation is being considered within a larger management goal to coordinate community service programming.

1. Delegate more tasks to the paraprofessionals.

how to use technology to improve our internal communications.

More participation in leadership activities

Strive to better quantify library use using better indicators via surveys.

I have discussed what I learned about the research being done with archiving of electronic journals, the LOCKSS project.   I will soon be appointed to coordinate the centralization of periodicals at our library--a shift from our current subject dept. arrangment--and I will be able to draw on what I learned while at Stanford. The suggestion was that we do not need to be overly anxious about our ability to preserve this information, because I believe the research will yield a viable solution for libraries.

Question: 20a. Please describe up to three changes you suggested in your library/organization as a direct or indirect result of your Institute attendance:

Suggestion #1:

Open Friday evenings rather than Sunday evenings to better serve our patrons.

Management of staff--more attention put into recognition of staff contributions

Streamlining procedures in my department

Shared style/personality information with my employees and used it with my boss

Further development of prototype Aspiration Pathfinder by bringing seemingly unrelated people/experiences into a programme that aims to nurture creativity through constant exposure.

1. Ongoing advocacy for the creation of an eLibrary work unit with staff hired to work in the development and delivery of eLibrary services. (tied in especially with Dan Greenstein's lecture on creation of digitl libraries)

Expanded our library's teen council and institutionalized it system-wide.

Establishment of a procedure through which persons with disabilities could request reasonable accommodations that permit them to do things that are different from posted "guidelines for patron behavior."

To be more relaxed with teens' use of Internet, understanding their perception of this medium is quite different from ours. That leads to Internet user policy and a general attitute towards teens and Internet.

longer hours, especially in the morning for students who arrive at school early giving them a quiet calm environment where they can wake up, finish homework, read, etc. this took a change in hours for the library technician but it has worked out wonderfully for us and our students

Technology - acknoledge the way GenY uses the library and plan services for them

Question: Suggestion #2:

Wireless school with laptop carts

Ongoing documentation of the use of the two media centers is currently part of the routine in a formerly chaotic situation.

Increased use and research about the use and implications of digital materials (digital books and web based materials.)

Hire more librarians that complete continous education

Created enhanced library homepage with skills collected from institute workshop. Designed web-based tutorial in an effort to expand our "virtual library" on the model of Los Alamos Research Lab.

Commenced informal efforts to increase cross-fertilization and professional development in staff, both my subordinates and others in library

Become leaders in early childhood literacy.

Participation in the LOCKSS program for archiving electronic materials

increased flexibility in leadership styles

Adopt dreamweaver web management program.

This is not a direct change, but as a result of some of the lectures, I had a better understanding of my customers and where they are coming from.

User study

encouraged marketing and advertising of the institute

Realign Collection Development to include Interlibrary Loan/Document Delivery service and oversight.

Technology Futures - result has been the development of the "Technology Futures Committee"

Develop a network of mentors.

Change in internet use policy - to implement additional software to manage patrons use of this resource.

Help staff respond to change campaign: (1)Had staff complete and online,free personality type survey and discuss it at a staff meeting in terms of NEED all types for the organization to work well and the individual needs to see how his/her preferences may make him/her react to change in certain ways.

The biggest change has been in how I behave as a leader in our organization. Since the Institute, I am trying to be more assertive and proactive, and my new role as University Librarian is giving me lots of opportunity to practice what I learned.

focus more on young adults

Staff development --core values and basic competencies

Working on core competencies for all library staff

Technology - Continued to update use of technology in library

Due to the shortage of children's librarians and the administration's plan to "grow our own" children's services staff, I offered to conduct workshops on the basics like collection development, intergrating creative movement into storytimes, and how to evaluate art in picture books.

The Library is working with the Education Department (Differenet Division) to plan for a Resource Center that will be staffed by both Library and Education Staff. Because of my training at the Institute, I was much more direct in advocate for the Library and

Question: Suggestion #2:

Education staff. I presented the limitations of the Director of Education's management style in a critical, yet positive fashion. She has not changed her style greatly, and Education staff are still leaving, but I feel comfortable that I tried to improve the situation, and have been able to pull some of the Education staff into the planning process.

Make money available as part of a branch staff recognition program.

Exploring a wireless network

I have the self-confidence to express my belief that working in teams results in better decision-making and long-term results than chain-of-command management. Since setting up teams often requires more time and some training upfront, it is sometimes difficult to convince superiors of this.

Hired Marilyn Manning to conduct training at our library.

Prioritizing and Coordinating Tasks

More emphasis on young adults for electronic services. Remodel of main library will involve teen section.

Evaluate the way the library measures services. In particular, the need to establish new relations with non-library users.

Suggest library management share more information, particularly budget information with branch and division managers.

2. discussed the need to do more "promotions", ie. contests, reading enhancement activities, with librarian peers, students and staff.

Changes in the way we make decisions about new technology--to include more lower-level staff in the active decision-making.

I suggested that younger staff could really benefit their careers early on by attending this type of institute

redesign website focusing on non-library graphics to reach a non-library audience (especially teens)

Developed and implemented a collection development plan and team-based approach with web-based ordering.

Conference Institutue for Aizona

I asked permission to join the Oakland Mayor's Commission on Persons with Disabilities. Feel my leadership skills were developed and honed at the Institute.Am more interested in "politicking".

From one of the presentations we are looking more at how we can serve generation x, y especially when setting up computer lab and space allocation.

Though small we just added large flat screen monitors to each of the information desk to give a "with it" appearance, p.s. since some days I don't always look with it anymore.
1-Urging the management, to communicate, more.
2-The "information" is not only for the upper management anymore.

Alerted management to difficulties in recruiting librarians.

Positive wording wherever possible in policies, manuals etc.

To centralize one of our collections for the community to access easier.

To use methods described by Janet S. Cohen to define what services to keep, discontinue or change.

Planning for more regularly scheduled mandatory grade level meetings with the

Question: Suggestion #2:

classroom teachers and librarian.

Weed out "dead-wood" staff.

Participated in implementing recommendations of a materials delivery study by an outside consultant - reducing hold period for reserves, etc.

Reevaluation of library mission statement and goals.

Reviewing library service perceptions and languages of those in the city for whom English is not the native language

series of team-building exercises on advice of Marilyn Manning

Contributed ideas to a restructuring of the Web Services group.

I came up with a new mission statement: Sharing Resources, Promoting Literacy
San Rafael Public Library

That the library which supports a new Teen Center to be built at the new Main Library include multimedia, since youth like to listen to music as they study.

Whoops: see above.

Developed a system-wide YA outreach pamphlet.

training for managers

Used program ideas for both local and national SLA programs last year and this year.

Recommendations for redesigning the materials delivery services among system libraries in the wake of tremendous increase to book paging brought about by implementation of online customer self-placed holds.

Creating a centralized collection development system

Willingness to try new ideas or
experiments even if we haven't
"always done it that way."

Learning the work habits and needs of other staff members to make the team a strong team.

outlined core competencies and focused on them -- either eliminated or outsourced non-core tasks. Example: who really needs html skills, do we need to train everyone or should we use a resource person.

Became more vocal in need for upgrades to instruction classroom. Cost proposals have been submitted.

Implementing procedures to make library systems more responsive to library users.

Introduce cafe

Membership in LoC
The district administrators have finally allowed me the opportunity to address the school board about membership in LoC, they approved, the rest is HISTORY. Thanks LoC (Heartland Region) for being so supportive of school libraries.
Made my collegues and my boss grade our libraries how far are we as compared to other libraries overseas. Tried to install to their minds how other libraries are perfoming to uplift the profession.

Implemented Online reference service
via our website. And Online homework help for our After School Program with tutor.com.
Look into instituting merit-based incentives (additional vacation time, merit-based increases, etc.) for excellent staff.

Question: Suggestion #2:

Communicate with the public in bumper sticker language

Participate in the committees of our library consortium-reference, ILL, etc.

The institute has changed my planning methods in ways I find difficult to quantify...but...in essence, it revivified my commitment to the future and evolution of libraries as organisms.

I learned more about mentoring and we began to talk and the need for more leaders. One new employee is finishing up her BA so she can go to library school.

Promote staff inpute as to needed changes.

Think about youth needs/wants and the future of library service based on marketing trends.

changes in review process

Strategic planning initiatives

2. Information Literacy was not a topic to which I'd given much thought before my Stanford Institute. Afterwards, I began to rethink how we should present and even think of the Introduction to the Internet classes that we offer at my local library. I talked to the staff about the concept and how I wanted them to regard our 'reference' transactions as another way of teaching information literacy. I encourage reference staff to remind patrons that the Internet is a tool like any other and can't be used to the exclusion of other tools or they are doing themselves a disservice. This was more of an attitude change on my part, and hopefully my staff's, rather than a policy change.

When our library staff had discussions about what qualities we were looking for in a new Univ. Librarian, I mentioned several key points that Eugenie Price outlined, such as selling a vision, story-telling, etc.

We need to keep envisioning the future and how we want to get there, but with an eye to our overall mission, as we can't spread ourselves too thin.

Pare down you list of things you do and focus on those that fit what your customers want most and what has uniqueness to you.

survey our community re delivery of library services

partnering with other agencies

Made a written recommendation to my supervisor that we arrange for at least a pilot group of staff to take the Leadership Style Assessment.

Flexibility and creativity when making staff changes.

Proposed to administrative council, in a written document, refining collection development organizational structure...creating a core collection development staff...to maximize effectiveness and efficiencies.

I accelerated our involvement in new technology applications by purchasing a PDA for all of our librarians and IT staff so that they would understand their functionality and explore applications for users in our environment. This led to classes that we developed, a PDA Web page, a user group, a PDA Fair on campus that was sponsored by the library and attended by over 600 people.

Change reporting structure of program coordinators so that line staff report to supervisors or managers and not directly to Deputy County Librarian, Public Services.

Develop partnerships with hospitals, police, city hall, the public library, the marine base library.

Change in organzational management.

pushing electronic resources

Question: Suggestion #2:

Formation of a publicity or public relations committee/team

More aggresive marketing of faculty services

I have incorporated the leadership training in working directly with my own staff. I see myself as a mentor and I look for learning opportunities for individuals as well as for the whole group. The staff development I design for youth services is more directed and more "meaty" than before the Institute. I place an even higher value on team building and I have noticed the staff using the same methods with the people they work with at their branches. The changes that have resulted from this focus are very satisfying for all of us.

Send someone to the Institute a second year.

That we make a committment to continue sending staff to the Institute and like training.

Job change for me or I would resign

Be pro-active about the future: Adaptable and ready for change; brainstorming possible changes; ways to show library is up to date and on cutting edge.

Fire people.

Suggested self-registration when we move to controlled entry to the Library (early 2003). I received useful iformation from Stanford Library after my return

Pay attention to demographics, especially age demographics, to improve services to underserved sectors of the community (seniors and adults aged 18-30).

More collaborative relationship with Information Technology Services (who have the big bucks). As a result we have been able to provide mobile computing services (wireless access), upgraded text based catalog to web based catalog, upgraded the lab and public workstations in the library, installed Internet2 infrastructure in one of the labs in the library, upgrade our infrastructure, etc.

Exploration of Digital Ref Service.

Using web (specifically the library's intranet) more efficiently and effectively as a communications tool within the library system.

I have drafted and received approval on a formal research skills curriculum.

Integrated system for online catalogs

Offer a staff development workshop on developing effective partnerships in the community.

Utilize leadership style assessment within library management team to improve communications.

Send staff to more trainings

The branch I manage is serving as a model for other branches to work as a "library of the future": that is to look at the way we do business, assess what works well and what doesn't, make changes as necessary, and never use the argument "that's the way we've always done it" or "we've tried that and it doesn't work"

More focus towards advocacy for libraries

Using technology to improve communication

I have suggested that we take a closer look at our functions in reference service, effectively address the ways in which our roles have changed by creating more realistic job descriptions and assigning work accordingly.

Personal application of management workshops: more recognition of my personal

Question: Suggestion #2:

management style in relation to others--acceptance of different styles and strengths and weaknesses of different styles -- building on those strengths (and weaknesses)

Easing some of the stress levels in my department.

More cognizant of the role of letting go of people who are not a good fit in the organization, for whatever reason

2. Courage to support and lead the institution's efforts to more fully adopt internationally used standards in its cataloging operations. (tied in especially with Michael Keller's lecture on leadership and the need to take risk, Joey Rodger's session on leadership and Amal Johnson's plenary session on organizational effectiveness)

Created a small administrative programming unit to work under my direction.

Training for staff throughout the library system regarding emergency evacuation procedures for persons with disabilities

ADA is not just for people with special needs. Access technology aims at providing equal access to library services and resources, it will benefit all population.

more emphasis on the library skills process, educating teachers and together explaining it to our students, beginning to make a part of the way they (the students) solve their information needs, making it a part of their thought process

Technology - Look at storage of information now and how we will need to transfer to new formats. Build into the master plan process.

Question: Suggestion #3

Revision of teaching methods to focus on generational characteristics

Materials are currently being purchased with the California Curriculum Standards in the plan and there was the beginning of collection mapping prior to my decision to move to another district.

Many conversations with peers about the importance of considering the changing roles of the librarian and the importance of being educated about technology and its impact upon libraries.

Targeted underperforming staff for improvement.

Make Children's Literature Department in Central Library more well known to the public.

Changes to the design of the library webpages

Develop ebooks collection

Increased information sharing

created a new position for technical support; prior to funding this position, I handled all of the technical planning and problems in addition to my management responsibilities

Create support staff level reference assistant positions.

Staffing and Efficiency - working with director-level management on visioning and goal setting for the future.

general philosophical suggestion:
The action that occurs in an organization is not visible on the organizational chart. Risk-takers at any organizational level have the potential to drive powerful change. As Marty Manley, CEO of alibris.com said to hearty applause, “The hills are high and Rome is far away.” Another speaker expressed the same concept with a quotation from General Colin Powell: “You don’t know what you can get away with until you try.” Take risks. Reward others who take risks. The best ideas eventually rise to prominence, regardless of who initiated them.

Help staff respond to change campaign:
(2) rotate leadership in loan & reserve so can develop more skills including planning for change

networking with community organizations whose mission is similar to the library's

Staff development --staff appreciation --staff manual, cohesive training, and mentoring

Organization - Continued to develop methods to simplify and expedite routine tasks

Recommended that communication about
"problems" be improved. Instead of always focusing on what is good or positive, spend some time on troubleshooting difficulties. Currently they are ignored until problems "blow up."

The Academy suffered a major fire and the death of one of our researchers while he was in the field, on the same week of September 11. The training that I received during the Institute provided me with a great deal of support in helping the staff work through the difficult time. I recieved such positive information from the various couching opportunities during the Institute that I brought in a Psychologist to work with the staff following the events of September.

Add Russian language collection.

I delegated an important task to a burned-out librarian counting the days to retirement.

Paragraph Responses -- OVERALL
Institute on 21st Century Librarianship Participant Survey

Question: Suggestion #3

The individual has blossomed and is doing a fine job as I knew he would. Had I asked for permission from upper management, the task would have gone to someone new to the system. The Institute convinced me that good leadership involves taking risks.

Realizing and acting upon the difference between effectiveness and efficiency

Send more staff to the Institute.

Suggested that we provide more hours for the public to use the computer lab (the lab is open only 20 hours per week out of 57 open hours at the Main Library) and to provide more training for the public. (There are only 4 PC's outside the lab available at the Main Library with Internet access and long waiting times). Administration very reluctantly opened the lab a few more hours with much prodding from several sources.

3. That librarian peers attend local staff development workshops, such as available through the San Mateo County Office of Education that are inexpensive and yet keep us up to date about collection development, marketing strategies, and the ability to network with librarians/paraprofessionals in other districts.

I suggested that we could all work to be more enthusiastic about our work thru study of the Institute's programs.

add community-specific websites to social services agency database hosted by library system

Focusing on professional staff development to challenge staff in the reengineering of libraries and library practices.

Allowing staff to provide more input and selecting staff that balance existing staff.

3-Suggeasted the pointers about "management skills", by Amal Johnson.

Used Kennedy's task vs process management paradigm as means to mitigate conflicts in manager ranks.

Collaboration with others, inhouse or outside.

To do a continual assessment of building quality and provide yearly reports to be included and implemented for the following year.

More constructive meetings with agendas and open discussions.

inclusion of librarian on committee dealing with implementation of Lilly grant (use of technology in learning)

Create a new position for myself.

I expressed an interest in improving our evaluation of our services.

Suggested to expand corporate credit card privileges to line staff who develop many library programs. This suggestion was made to a member of the County's "Library of the Future" committee.

job evaluation and accomplishments as tool for promotion (rather than automatic)

We have changed the way that we deal with the issue of technological obsolescence. We now keep one copy of unique items in long-term storage -- even when the item is scanned and mounted on the intranet.

Question: Suggestion #3

Changing the managment structure in Main Library departments

Wanting to create some digitized
resources.

Do survey's of user's expectations.

Use of focus groups and survey data of results for user satisfaction, emphasis on learning outcomes rather than inputs

(In planning) Training and self training to improve information seeking skills of patrons

Collection development for the new school library. Networking with fellow school librarians has been a real blessing.

More librarians were then sent to locaal management schools to learn more on handling both staff and the libraries. Human resource management was also focused on plus teacher librarians were called where I briefed them about what school librarians are doing to uplift their children in California.

We/FLP are looking at the services we provide to our patrons, deciding what to keep and what to get rid of.

Require staff to make more visits to surrounding library systems to investigate best practices.

Clarify your organization's purpose

Promote the library on a day-to-day basis

I would have fired a person..but...I am granted no line authority by the local school site administrations...

Stephanie and I were usually in sink and wanted to make a lot of changes. Learning about staff personalities and the fact that it takes 5-7 years to embed a new culture helped us to not get so stressed when staff wasn't open to change. The Institute gave us an attitude adjustment.

The third thing I'll mention was not a suggestion but a vow I made after I attended the Institute. I promised myself to become a member of CLA and attend the conferences. I did that as a follow-up to my institute experience. I was very impressed with the caliber of people in my 'class' and felt that leadership of California's libraries is in good hands and I wanted to be a part of that. The Institute forced me out of thinking the county library system was my entire universe and now I'm much more oriented toward the big picture of libraries in California.

I used information from one of the presentations on Gen Y for a presentation that I gave to the Center for Teaching Excellence on campus.

Increase your use of technology

Created job descriptions for these restructured "positions" and will begin accepting applications this Friday, May 31. I hope to conduct interviews following ALA in June 2002.

Proposed development of a Library Communication Plan to include at least a part-time position to coordinate. Moved printed staff newsletter onto Web Staffnet.

Stay in touch with new friends to continue to learn "the best practices".

Question: Suggestion #3

Technology implementation.

Fromation of a professional development and librarians handbook revision
committee/team
More aggressive marketing of the library

Learning about cutting-edge information technology from the lecturers and the readings
encouraged me to stay abreast as best I can after the Institute. When the management
team discusses new plans or considers new technology, I feel that I understand the
potential and can offer a thoughtful perspective. I feel that I am a much stronger
member of the management team as a result.

Democratize our Intranet and move more processes to the intranet.

Getting rid of information literacy assessment

…The library is a learning place, a helping place, a community hub… Make it visible,
easy to browse, available and have lots of copies. Gary Strong, afternoon
speaker(Libraries as Community—Future).
All who work in the library be change agents.

Gen Y session reported that print collection is not going to go away anytime soon.
Helped us to plan better and carefully.

More generally, the neeed to be flexible and creative in thinking about the ways we
deliver service to our customer - to not be afraid to try new things.

I was on our website design committee and personally responsible for creating the
library page which will be revised this summer per my suggestions.
Access to collection from home (we are in a school district)

Write positive policies. Listen to staff, administration,and patrons.
Use words that reflect the individual good derived from following the policy,etc.

Nothing specific but, in general, it was very helpful to talk to other librarians and to
discuss similar problems along with a variety of ways to handle them. I think my having
spent time away and gaining a more refreshed perspective is helpful to the organization.

Suggested Dr. Manning as a possible speaker/facilitator for our top management

Cross-train children's and YA librarians, start an in-house staff exchange training
program, and eliminate the children's v. YA division making all "youth services"
librarians.

Partnership is the most effective way to reach the target population. We can partner
with non-profit organizations, schools, and other City/County departments. This will
help us share resource and reach our custonmers more effectively.
I evaluataed my previous library plan and made adjustments to it. I communicated it
with staff and administration so they would understand it and share responsibility for
it--now I hear my plan, goals, and objectives being supported and discussed by my
colleagues.

Question: 35. Do you have any suggestions for reducing the cost of the Institute? If so, please describe:

Glad you asked. I thought that many of the extras were fun but not necessary. The baseball game could have been optional (and individuals would pay) and certainly the baseball park money. The shirts, bags, binders, lucite gifts, and even the fancy meal at the end were $$$ and I know the Institute cost the CSL an enormous amount.

Do not, however, cut back on the good meals throughout - those were great and a good time to shmooze with other participants in a happy environment.
Have the prior institute participants come back to facilitate, speak, etc.

The food was certainly wonderful, however, I really don't think that the amount and frequency of our "feedings" were necessary.

Althought the lunches and dinners were wonderful, perhaps they could be a little less elaborate. I liked the star paper weight but perhaps it was a little more extravagant than was needed. Instead of attending a ball game in SF (which was fun), perhaps an outing to a Palo Alto area event might be possible.

Overall, I did enjoy all of the items I mentioned above, but if costs are important those might be my suggestions.
None

Would it be very much cheaper to have a roommate? I liked having my own room, but if the cost would be a lot less, rooming with someone can done.

Certainly there are ways to trim costs, but I truly think that the "executive" treatment at the Institute (in terms of the catering, not the accomodations) went a long way to communicating a sense of status and importance to librarians, who are used to brown-bagging it. I think it was all part of the morale-building aspect of the institute, which was a huge part of the mission.
The baseball game was fun, for someone who had never been to a professional game before. However, I can't really see why that cost was included in the Institute.

Food does not need to be so elaborate or in such abundance.

Shorten the length and put over a weekend

I suspect that costs could be reduced by cutting down on the frequency of food service. It was wonderful and welcome, but I'm sure very expensive.

Finding more grant programs.

The food and entertainment were great, but that's where I would cut corners to save expense. I WOULD NOT cut corners on speakers'/presenters' fees. These are the heart and soul of what was right about the experience.

three days

Could spend less time-- but I wouldn't advise that since you got to know people during down time

participants on their own for some meals

One way to reduce costs might be to have the participants give some of the presentations. Since we are all library professionals, there could be at least one presentation a day given by institute participants - after acceptance to the institute, participants would volunteer according to topic (or suggest their own) and work online with others in their group to create a program. This would help participants get to know each other before the institute, and also increase the intensity of their participation.
Is this what you meant to ask? Isn't the question, how can the institute continue? Is cost the real problem? Call if you want to work on this...209 571-0363

Question: 35. Do you have any suggestions for reducing the cost of the Institute? If so, please describe:

Although the meals and refreshments were lovely, they could be scaled down a bit, especially in quantity and frequency.

Non-library related field trips (e.g. baseball game) could be optional for an additional cost.

--while wonderful and providing an avenue for networking, less snacks, breaks, and food choices --no open bar

Shorten it; the food/drink budget is extravagent.

Meals could have been less fancy, we could have had a roommate. Didn't need the bag...

No, the price was extremely reasonable. What we got was easily worth three times what we paid.

Shorten length. Not all presentations
were "meaty." Could be done from
Monday-Thursday, in my opinion.

The program could have been a couple of days shorter. The Tech Museum, Jazz Concert and closing reception, did not have to happen, though I had a great time at each event.

The cost was very reasonable.

The previous summer I attended an Institute in northern VA sponsored by the Univ MD so my organization is willing to pay. To me just having something of this calibre located in California results in reduced costs, and more people can go.

Food was excellent and plentiful, but I could have done with a more modest menu.

The Institute was wonderful and we were totally pampered, but we didn't need all the luxuries proffered--San Jose Museum, Jazz concert, etc. I do love my silver star, totally unnecessary, but treasured regularly.

Not a big savings, but the rewards like paperweights and shirts could be dropped.

1) Less food. It was delicious but most of us didn't need to gain weight! It seemed wasteful.

2) Less entertainment. (Most of us were tired the night we went to San Jose.) It would have been better just to stay on campus, or to make entertainment optional - with participants paying their own way.

3) We didn't need shirts, bags or the photo.

4) Less speakers. At times we had to make hard choices at to which seminar to attend. It would have cost less to just have us listen/participate with speakers from different types of environments as one large group.

Make the cost of the institute part of existing grants available through library organizations/associations.

I might be a little shorter. More corporate sponsorship.

assign topics to attendees to do research and present own papers - would cut down on outside speakers fees and coordination

Asking corporations to underwrite.

Question: 35. Do you have any suggestions for reducing the cost of the Institute? If so, please describe:

The food was wonderful but I imagine it could have been more prosaic.
I would not reduce the time spent there, nor lower the caliber of presenters.

I do not have a Institue budget so difficult to say, perhaps speaker fees but I am reluctant to reduce costs, perhaps reduce number of participants?
The quality was what sold me.
Just provide Housing and basic food for breakfast and lunch.

While the food was wonderful, there was much too much. I think the open bar was also an expense that could have been eliminated.

The extravagance was wonderful but it probably could be scaled back in time, food and trips (Tech?) and still be a very valuable experience. Certainly the stellar speakers would not be something to cut back on.

Fewer freebies, less expensive food, the outings were nice but unnecessary (a little more free time would have been just as welcome). The speakers were a highlight, and costs for those shouldn't be compromised. Stanford was a great location--an equal one probably couldn't be found for less.

I realize the food and lodging were a major drain on your resources. You might be able to develop more sponsors from companies, by either sponsoring an instructor(s), or sections of the conference(i.e. a dinner donated by Baker & Taylor).

More sponsorship could be sought from corporations with a stake in libraries. Also, it was nice to see the status symbols of professional conferences in other disciplines extended to librarianship, but I guess costs could be reduced by choosing to forego logo gear and choosing a cheaper venue.
Shorten the time, not give as much food

The quality of the meals might be looked at.

In general I felt that the institute was top quality. Very little seemed to be unnecessary, or overly costly. There were a few attendees that I wondered about their motivation for atttending, and it would have been less expensive to bypass allowing these people to attend.

I am vice president of the Dynix users group this year, and am planning a three-day conference for this coming November in Orlando for 800 to 900 attendees. As I have reflected on the Institute during this planning, I have admiration for the quality of the entire institute experience.

OK- Maybe...
1) 4.25 day Institute. Arrive Monday PM, Institute between Tue AM - Sat AM

2) $75 non-refundable application fee (Institute reputation might permit this to work...)

3) Attendees pay actual dorm costs.

4) Skip the less impactful speakers, if they received any compensation
Could pass more of the cost to institutions/orgs of California attendees

Not necessary to have so much food. Don't need to provide supplies except for handouts pertaining to instruction.

I want to say that perhaps the people from California could attend daily but not need rooms; but then part of the benefit of the Institute was the informal exchanges that happened at meals and in the evenings.
Having some successful librarians speak rather than outside consultants from industry

Question: 35. Do you have any suggestions for reducing the cost of the Institute? If so, please describe:

The food was pretty extravagent and could have been scaled back a bit. We didn't need snacks at every break, for instance. Alternatively, they could have expected people to purchase their own food from the cafeteria at a reasonable fee.

1. Extracurricuar activities such as baseball game trips could be cut.

2. Speaker costs could probably be reduced, by either bringing in speakers who do not demand a high honorarium, fewer speakers altogether, or more local speakers to reduce travel costs.

3. Food
The food was really wonderful, but perhaps there could be fewer meals althogether. I think people would expect to spend some of their own money on food on some evenings for example.

4. Staffing the Institute was likely one of the highest costs. I am not sure that the staffing should be cut, it was just right.

5 Cut the length of the Institute by a couple of days.
Fewer days. Fewer participants.

I thought the fact that the institute was at Stanford made it even more valuable, so I wouldn't reduce those costs. The speakers were worth evry cent paid. Perhaps the cost of food could be reduced as we were eating everytime we turned around!

The cost for in-state residents, which I was not, was very reasonable. Perhaps it would be more affordable for other states and countries if the fees were reduced. The cost of activities was very high, (renting out the San Jose Tech Museum) and these could be reduced or eliminated to reduce costs. The meals were wonderful, but likely, very expensive.
Explore ways of piggyback on some other program and sharing certain of the workshops.

The food was a wonderful part of attending - like being away to a swell camp - but I suppose some savings could be had here, esp. with the breaks. Coffee and water can suffice.

Look for corporate sponsors.
skip the long bus trip excursion and stay with something local/on campus

one catered event and all other meals in the cafeteria (thus discouraging some of the overeating!)

Sorry, but it was the best return on training dollars that I've ever spent!
One of the things I appreciated about the Institute is that it is the only training situation that has taken the profession seriously. I would hate to see cut backs in any areas.

Can't actually think of anything
that wouldn't diminish the overall
ambiance of the institute that
helped to foster such a unique environment.

First of all I attended both institutes, not just one.

I think the programs were outstanding especially the first. Maybe day programs in Northern and Southern California several times a year on specific topics would cut the

Question: 35. Do you have any suggestions for reducing the cost of the Institute? If so, please describe:

sts.

Not as heavily subsidized for Calif librarians, could be fewer days, Stanford is probably an expensive site but it really made a difference over hotel or other non-educational environment, not as many "outings" unless sponsored with no cost to institutes.
Less food.

Have participants partially arrange own meals in local cafeterias; arrange for some meals to be individually picked u and brought to a place such as a picnic grove; reserve paid-for meals for needed interaction; reduce total number of participants in a given year;provide more "interns" so previous participants could come back and absorb some of the labor expenses; scale back some of the (wonderful) entertainments (ball park trip; scientific museum trip) and instead arrange docent-led tours of Stanford's Cantor Museum and other campus facilities;work with Stanford's school of management, psychologoy department to see if they could provide program for management training that now is obtained outside of the university.
Have a vendor fair - technology and library related for one day during the institute. (Potential Customers - World Wide!)
Serve more common meals without all of the fanfare. It was nice and delicious, but not a necessity.
Charge for the units - afterall, it is college credit, why should the units be paid for by the folks supporting the program - let the students pay for their own credits (if they want the credits).
Who doesn't want credits from Stanford? The attendees should be delighted to have the opportunity to earn the credits, and pay for them.
Funny, I just realized, I am wearing my Stanford denim shirt. I wear it proudly among my peers.
Have some of the sessions led by students from the previous institutes (that should help save on the cost of bringing in outside speakers).
Thank you for using the wise council of Blanche Woolls - She is Awesome.
Thank you for the opportunity to attend the Institute. I have never participated in an Institute before, and was not sure what I was getting myself into before I attended. You have instilled in me a confidence in myself as a leader, that was not there before. Thank
you for such a wonderful opportunity.
none

Don't charge out of state residents such an exhorbitant fee. We are already shelling out a lot for air fare.
Cut down to three meals a day, no snacks/breaks.
Charge all attendees the same price to attend whether they live in state or not.
Although the extra activities (concert, dinners, etc.) were enjoyable, I would have preferred a little more time off to explore the campus and surrounding area. Perhaps some cost savings here?

Hold it at a less expensive site
Have participants pay for each meal-
Have participants purchase shirt, folders, etc.

I thought every element at the institute was fabulous. I wouldn't cut anything. If we had to, I wouldn't have minded paying some money for lodgings or food.

The evening meals were wonderful but if you had to they could be less elaborate and not include wine.

Fewer high powered (high priced) speakers. Sometimes other practicioners in the field

Question: 35. Do you have any suggestions for reducing the cost of the Institute? If so, please describe:

have great ideas and are willing to share their expertise for a lower cost.

Less food - we didn't need to eat 5 times a day.

Well, the food was fabulous but I guess they could have gone with a lesser meal plan. The Giants baseball excursion was nice but pricey, I'm sure. We could have also doubled up room-wise. If it could have been offered in both southern California and Northern California so that most of the attendees could have 'stayed' at home and just commuted in for the day that might have really cut the cost.

Reduce the amount of food and alcohol - there was just too much! Don't give so many gifts (shirts, silver plated paper weights,etc.)

I think the speakers and the content were terrific, so I wouldn't want to see cost-cutting measures in those areas, but I think that there could be some cuts in the "creature comforts", e.g., sharing rooms rather than having an individual room, less food during breaks, etc.

Could have saved a few dollars on extras like gifts. Do NOT cut back on food or extracurricular, that helped get us through the work and long hours.

The food was delicious, but we could have done with simpler food.

Less money spent on gifts to participants. They were very nice, but not essential.

Meals were exceptional, as was everything about the Institute, however, we could be charged for the meals in the future.

Check on grants or gifts from the partners of the institute, and others.

The food (don't need to get fed 6 times a day!), some of the activities (i.e. baseball game.)

Less food and entertainment. Daytime, local conference series or workshops, one in So. California and one in No. California, with attendees paying for housing should reduce costs.

It was wonderful. Can't think how to cheapen it at all.

At the time I attended, the cost to my library was minimal. I think directors must be persuaded that the benefit of this kind of opportunity far outweighs the cost. But here we are in hart times again.

For California librarians the cost was very reasonable. Given the accomodations, I don't think the costs were out of line.

Didn't need quite so many snacks - could go simpler on food and still be wonderful.

Get corporate sponsorship, as long as strings attached are minimal.

All of the meals were delicious, however some costs could probably be saved on the number of meals and snacks.

The cost was great. Awesome and incredible value I thought.

Give T-shirts, not denim jackets; pare down snacks; go for cheaper cost for Institute materials?; raise cost to $300 (in-state); if possible, have a cheaper gift (although star paperweight is wonderful); leave out the evening field trips if necessary.

Grants.

In comparision to attendance at conferences the cost was very reasonable

Food seemed a bit extravagant. Perhaps some of the speakers were too expensive, but I don't know for sure.

Question: 35. Do you have any suggestions for reducing the cost of the Institute? If so, please describe:

I think it is important for individuals or institutions to shoulder part of the cost of the institute. It causes more "buy in" by the institution.

I think the Institute was effectively run. Obtaining grants for individuals or participating libraries might make attendance easier.

I don't know what the budget was, so it's hard to suggest reallocations or cuts.

The food and personalized goodies like demin shirts and badge holders were great. Perhaps you could charge for the personalized bags and shirts.

Although delicious and a pleasure to have, food was probably in excess of what it needed to be.

While I thoroughly enjoyed myself at the Institute, and appreciated the variety of food and entertainment that was offered, I think these are areas to economize. The Institute could be shorter -- 5 business days instead of the full week.

Loved the food, but would have been happy if it had been scaled back. Perhaps the choice of speakers and the location. It is harder to suggest ways of reducing the cost without seeing the actual budget. I can say that being at Stanford and participating in the whole experience was absolutely fabulous.

Possibly attendees could do one or two of the sessions themselves, prepare ahead for certain topics, brainstorming or whatever.

Though the meals were superb, that might be an area where you can cut costs. Also, there were "field trips" which I am sure also cost the Institute money. The "field trips" were great but again, maybe something more low-key is in order.

Extraordinary and sometimes greater expenses for professional support is COST EFFECTIVE if results produced or outcomes are met. So reducing costs(or cost savings) are not necessarily warranted. If this were a government run program the costs would be triple and the program would thrive in a deficit spending modality. We as participants and funders were as I saw a cost effective endeavor.

While I greatly enjoyed the social activities, food and nice shirt, etc., I probably would have come away with the same amount of info/impact without them. Also, I loved Stanford, but probably would have gotten some of the same if we'd been in an airport hotel (which my organization might have a budget for), for 3 days.

Shorten the length of the Institute to four days.

The food service was amazing and richly enjoyed by all. Lots of room for cost savings between the blackberries and the desserts.

Utilizing distant learning to reduce boarding costs but provide 1-2 days retreat at the end for members to bond and network face to face.

Utilizing facilities and equipments that can be offered by participating students' parent organization.

I felt the cost of the Institute was minimal for the caliber of the speakers, the variety of experiences offered, and the location.

Question: 41a. How has attending the Institute affected your career plans?

I am taking a job as an Assistant Head of school in the fall and plan on mentoring the library paraprofessional as she obtains her credential.

I have had the opportunity to apply for and to be hired as a Media Specialist/Librarian in a new school district. My former school district does not want a credentialed person in the position. They have always chosen to hire a clerk instead. I also had offers for positions in two public libraries since attending the institute.

I am currently continuing my education in a graduate program for MLIS at San Jose State University. I should get my degree in approx. 1 1/2 yrs.

I am more active in local professional organizations. I have taken on an editorial role with a journal. I am planning to complete my MLIS degree,

I am now pursuing a Dcotorate of Science in Engineering Management with a concentration in Knowledge Management at George Washington University. My experience at Stanford made me realize that I needed to update my own education and remined me how much I enjoy learning organizations. The Stanford experience validated my leadership philosophy.

Much more interested in pursuing a career outside Federal Civil Service when I am eligible for retirement next year. Looks like there are active, forward-thinking, interesting opportunities for a senior guy in other venues than the Federal govt. (OK, that shouldn't be a surprise)

I had just gotten promoted when I attended the Institute and I am enjoying the new job.

I realize that this particular library setting is quite limiting, but that all environments have challenges.

I'm open to management positions now.

The speakers nn electronic resources and web-based services reinforced my desire to work in that area and opened up new possibilities. After talking with some of them, I had more confidence in my ability to move into that area. Since then I have moved to a new job in the compant--Emerging Technologies/Digital Library Development. I love the job!

I am more willing to take on mangagement roles and am considering what it will take to become a director

Attendance has made me more interested in higher level management and administrative opportunities.

It opens doors for me to advance my careers. It provides tools for me to reach higher goals that I would not have thouht of had I not attended the Institute.

Before I had no ideas about what I might do in the future. While I am satisfied with my position, I have begun to consider what other things I might want to do and have a growing list of ideas for consultancy, training, etc.

I have a sense of what I need to learn, how to create change, and control my career. Most importantly, the institute helped me gain a perspective and helped put me on a path to shepherd a new vision of the future.

Gave me confidence that I understood the "big picture" as well as anyone else and might as well try to influence it.

I have become much more interested in positions with a big picture orientation rather than being a "worker bee."

It has made me more aware of the possibilities offered in our profession, and certainly exposed me to new ideas and opportunities.

I lost my job and have decided to do something else.

took risk to downsize job; Institute gave me right tools to re-enter "advancement track"

Question: 41a. How has attending the Institute affected your career plans?

at a later date

--preparing for MBA program

I'm thinking about working in other types of libraries.

More willing to apply for jobs "over my head".

I see that I'm not locked into staying in this position/profession if the climate I'm currently working in do not change.

Made me take time to reevaluate where
I fit into the profession now and where
I could fit in later. I plan to augment my library professional skills with additional education.

I have always been extremely happy with my work at the Academy, and the Academy as an Institution, and it would take a huge change to make me want to leave this Library.

Put me in contact with lots of other dynamic librarians thereby pushing me to continue to strive for more growth in my library and in myself.

My responses are skewed because I don't consider myself to be the stereotypical student for this institute. I got alot out of it but I am at a different point in my career. I have been a risktaker for three decades and have been very professionally involved. I am at a point in my career when I need to be mentoring and giving back.

Shortly before attending the Institute, I had just accepted a more responsible position. For some reason, attending the Institute really increased my self-confidence. I feel empowered to make decisions and take risks that I would not have taken previously. Initally, I was really unhappy with this job. Now I feel I have something to offer.

It's made me more open to non-traditional, "riskier," possibilities for librarians and information professionals.

Increased personal development and awareness in certain areas, such as managerial and the political environment.

I was pondering whether to retire early or later. I have postponed the retirement for now because I could see that there was still room for me to grow and learn new things. The next years look interesting.

I intend to begin working on a PhD in the next year

I'm more confident of my ability to get a management job in just about any library anywhere, therefore I'm more willing to think about moving.

I was really inspired to look outside of my immediate work situation and seek new challenges, etc. 911 seemed to dampen some of my enthusiasm for a time.It seemed just as I was ready to speak out more, do more, we were all affected by 911. I regret this, as it is hard to recapture the feelings felt just after the institute.

More aware of the levels of influence and power that can be used positively.

Provide the confidence to know that I can provide the leadership to be a Library Director, though I may not be willing to relocate.

I wasn't sure I wanted to advance to higher management, but after attending the Institute I know I can make a difference and plan on taking the exam as soon as possible

Being more aware of my leadership style has made me feel more confident. Even though it confirmed what kind of a leader I am not it has allowed me to accept my "leadership style" and work with that rather than torture myself that I am not something

Question: 41a. How has attending the Institute affected your career plans?

se.

I am very diverse working 40 hours as a director in a special library, and in the evenings working at two colleges at refernce and doing B.I. for diverse subject specialties. I also substitute on the weekends for several public librariesas a reference librarian.   As far as career, I love it all, so I cannot pick just one, at this time.

I met Blanche Woolls at the Institute and started to do an MLS at San Jose State.

Strive to take advantage of and create opportunities to improve the ability of those around me to do a good job.

Listen better, and make changes toward the ever present goal of improving.

Not open to discussion at present

While previously uninterested in aspiring to management level, I am now interested in pursuing that, albeit elsewhere from where I work now

I have more confidence in handling bigger projects as well as dealing with supervisory issues. I found that the self exploration at the Institute has made me a better manager; I am willing to take a look at my own actions and how those actions affect my employees. The whole week I felt as if I was being challenged to assess myself and change if necessary. It was a great experience for me.

I am interested in developing my leadership skills and playing more of a leadership role. I will be attending the Frye Institute this year to be able to further work on these directions.

Since I am planning to start a doctoral program in information management next year, I probably will stop working in a public library setting and move to academic or research libraries. I may also go into library education.

It had made me appreciate the value of training and opportunities available at my institution. As a result, I have been more willing to pursue job opportunities that I might not have considered outside of my institution.

I feel much more equipped to advance to the top and effect the changes I know to be possible. Both the vision and the confidence were established through the institute.

I now feel much more free - after hearing that there are far more library jobs than there are librarians, I feel much better about risking my career here on professional principles. I can get a job elsewhere!

I am now very interested in becoming a library director, some thing I had never considered in the past. . .

It has made me more willing to take risk and aggressively challenge traditional ways of doing things.

I'm more interested in library management and the public image of the library profession--its contribution to society at large and the opportunity we have to position ourselves at the center of the information marketplace.

The Institute gave me the confidence in my own skills to realize that if I wanted to move to another library, I could easily do so and advance.

The institute reinforced the attitude
that even if I'm not a diretor or assistant director, I can still be a leader in the library by showing leadership qualities and promoting new ideas for better services for patrons.

It made me more interested in taking on projects and jobs that can have a larger influence, and also made me more aware of the job possibilities available to library professionals.

Question: 41a. How has attending the Institute affected your career plans?

Difficult to see little change or continue to work in a reactive environment. Would like the library to be proactive. Library is driven by financial need and risk taking is not emphasized. We must leave the reactive status and become proactive.

I had an epiphany at the Institute. It is always useful to determine what you can do to change as a manager, but it is even more useful to recognize how your existing style works, and how it affects the whole institution. This was something other leadership workshops I attended did not address in the detail I received at the Institute. This understanding will continue to guide my career decisions.

I want to go on in my education and get my Doctorate degree. Dr. Michael Keller was a great inspiration. With a Doctorate degree, I believe I will have more influence in the places with the powers that be, for the betterment of libraries, and for developing young people to be lifelong learners that are information literate.

It has widened my scope and gave me a more clear vision on how we can improve our libraries and services to our users. It also gave me power to discuss with higher authority in the country about the use of libraries and their contribution in development. Libraries as sources of information are providing very useful information especially to our country in Africa where there is an outbreak or pandemic of HIV/AIDS.

I am more excited about the choices and opportunities I have in the library profession. I am eager to accept challenges and risks, where I was once reluctant.

I expect more from myself as a librarian, and am more optimistic about the future of our profession. Before the Institute, I was considering leaving the profession. Now I am actively searching for ways and organizations in which I can best contribute to it. It was a wonderful, affirming experience.

I now have the confidence to know I can handle a directorship.

I feel more confident and know that I can move to another position after a mere several years. It has given me the courage to do more in different ways.

When you probably read my answers that I haven't taken on more leadership roles since the Institute, you would think that it didn't affect me. But it did. Greatly. I thought I would push through to a Library Director position within a year. I kept adding "leadership" things to my plate. What the Institute made me realize is the complexities of our profession, that I had definite skills/repertoire with staff that would help any administrative staff and it helped me to reevaluate my career plans within the context of my life and my current job situation. In the end, I chose the opposite. I chose to simplify my life, to make a life change that will allow me to be a better leader for the future. I needed to get my house in order for the next 15 year phase of my life. I chose to return to a mid-management position, to work on the skills I still needed and to look for positions that would allow me flexibility, a life change as well as a better salary. I chose to return to the County of Orange although I greatly valued my last employer. I am a much better employee for having seen the "other" side. I think I am more aware of big pictures and the worth of an individual in a job. At the branch level, working with teen volunteers I am already mentoring some to be future library professionals. It is very satisfying.

Seeking a position with a library where there is room for advancement.

By encouraging me to seek out jobs, tasks or projects that I feel will challenge me intellectually and professionally and force me to do things that are risky and outside the typical responsibilities.

It makes me realize more than ever that I am responsible for my own career and that there are many possibilities and contexts in which I can use my library degree.

Question: 41a. How has attending the Institute affected your career plans?

If I don't get one of the promotions I'm going for right now, I'll probably leave this organization. I have a lot to offer and the Institute just confirmed that for me. If my organization can't take advantage of that, I'll go where I can make a contribution.

Interested in taking on more responsibility.

I just adopted a little girl so my career plans are on hold. When an opening at a higher administrative level was vacated, I was hoping for an opportunity to advance. However, that position merged with another position and consequently eliminated. The person who is assuming those responsibilities has less experience and knowledge that I do. I did apply for another position elsewhere but due to my personal circumstances could not seriously consider it. I know that I am ready for further administrative and leadership opportunities.

My leadership style is not the stereotypical dominant, domineering one, and I wasn't sure that I could be an effective leader. As a result of the Institute I gained confidence in my ability to be a leader. That confidence has solidified my decision to apply for the library director position in my library.

I was able to go outside of my comfort zone and go after a job in an entirely different district.

identified career path

I am seeking positions as a director or as a deputy director of public libraries a few years earlier than I would have originally planned.

Energized me and provided a broader perspective on leadership attributes and approaches. As a result, it increased my interest in applying for the directorship position for which I am now a candidate.

I am convinced that working in an administrative position at this point in my career is where I need to be and that I have to be in a position to influence change.

encouraged me to take career risks

Yes. The encouragement to take risks and become more assertive has resulted in greater job satisfaction and looking forward to enjoying professional work until retirement and afterwards in a volunteer capacity, if possible.

When I got to the Stanford campus, I was feeling pretty stale. That week was like a transfusion for me. I have been able to maintain the feeling of renewal and see challenges in my position that I was just too sleepy or stuck to see before. Personal considerations require me to stay where I am. I felt hungry for a new position and new challenges. After the Institute, I created them for myself and am turning this job into the job I wanted.

I do not really know how to answer this. My career plans have been and still are to be in a position I am happy with (don't ask me to define that!) and when I'm no longer happy its time to move on. Attending the institure reinforced that this is the right attitude for me and I will stay open to opportunities but I do not have a clear career path.

It has made me more (realistically) unsure of our future as a profession. This edge keeps me focused on what libraries need to do to best serve patrons and to best survive.

I am more encouraged and confident to take advantage of promotional and advancement opportunities in my organization.

I realized that librarianship as it is part of other disciplines is important to me. Acting as a bibliographer is important to me, or as a curator. I had been spinning my wheels on activities and work that didn't mean anything to me. I found that information literacy assessment was busy work (to me) and had little to do with interacting with learners. I

Question: 41a. How has attending the Institute affected your career plans?

found that I could look at my opportunities much differently. I could expect more for myself. I went to the Stanford education library and really got turned on there. I decided that I could decide not work for nothing as a librarian anymore, volunteering and serving endlessly without compensation. I've definitely become more entrepreneurial since the Institute and because of it. I just got exposed to leaders in a way I never thought I was a leader myself and I learned about leading as a possibility for myself. I decided to apply for a job that used my second masters and I will continue to pursue management level positions in academic libraries, academia, and get my doctorate in education and continue developing my career along those lines. I wish there had stayed in touch with more attendees but I am still in touch with at least five of them and there is a bond there.

Do not feel as bound to present organization as before- feel that I have more choices and skills to offer within other organizations.

Because I am already a senior manager there was not as much scope for change as there would have been for a younger person

It gave me more of an outlook to what the future of the profession may be like; some ideas of what to look for as I consider career moves.

I love my job, so it has simply made me want to improve the quantity and quality of the service and instruction I am able to provide.

Excited about the range of jobs available to people in the library field.

I had become somewhat disillusioned with libraries. The Institute re-energized me.

I now consider more seriously the possibility of working in library administration at some time in my career. I have more confidence in my abilities and confidence in the support from my library administration.

I feel that the course of my career and my specific job are more in my control.

I have it my power to suggest change and make it happen.

It has made me more confident in pursuing the goals I already had, and given me greater comfort in preparing for a higher leadership position when it becomes available.

I decided to keep working at my position because it is vital to library service to the general public.

The Institute has given me tools to use and ideas to consider when I think about my career. As the person in charge of acquisitions, I am doing something very different than I thought I would and I enjoy it very much.

I was thinking of changing careers; this motivated/challenged me to stay within the profession to share my experiences with others. Also, gave me the ability to try new ideas.

Given me more confidence in seeing myself in leadership roles.

Because I made a conscious decision about some of my career choices in the past, I have answered "no" to this and other questions. Had I not been influenced by prior trainings, I am sure the Institute's influence would have had a greater affect. I have learned much about myself, our profession, and my career as I make the transition into middle-management and mid-career librarian. However, what I have learned isn't necessarily along the lines of career advancement, something I did focus on as a result of prior trainings. However, the Institute served to reinforce and remind me of career oriented issues of concern to me regarding our profession as well as my career.

Diversity of presenters outside MLS land.

The presentation by Stanford professor(former jurist) prepared me to understand

Question: 41a. How has attending the Institute affected your career plans?

philosophy of judge and law so that I could successfully represent a disabled family member(son) in a significant administrative law case and prevailed against the State's best lawyers.

As a librarian, I had the information and capacity to find more, but the presenter gave me professional and personal insight of laws and ecisions based upon LAW and evidence.

My answers are more "maybe", since I am the management and budget severely limits what my library can do. But I saw more possibilities for what management can do and have applied it in my own setting.

I have begun doing some consulting separate from my job.

I intend to pursue a branch managerment position as the SJPL system undertakes its branch expansion/construction process.

I am more inspired to seek more opportunities to be in more leadership roles, opportunities to apply some of the conceps and ideas I have developped at and after the Institute. I learned to be more focused on seeking career advancing opportunities.

The Institute has caused me to look beyond my site and to seek new career challenges and opportunities. I have done this through my professional organization (CSLA) and continuing my education.

Question: 45. What I would really like to say about the Institute is:

I loved it - it was too structured (not enough down time for people to connect naturally) - but I really appreciated all the work that went into it and the environment at Stanford was great

This was a superb opportunity -- I wish I could have come back for another year.

It is difficult to put into words how much the opportunity to attend the institute has changed my professional life. I feel very fortunate to have been chosen to attend and to meet so many wonderful and knowledgeable people in the profession.
My only regret is that I had not chosen to become a library until fairly recently. The institute came at the perfect time in my career and gave me the courage to make the career change that I have made.
THANK YOU!
I enjoyed the institute but wished that there had been more opportunity for school librarians to meet as a group and work on some projects together.

I learned much about other types of libraries and their issues but I would have gained more if at least one session had been limited to like type of librarians. Then, we could have discussed the implications of the strands (leadership, preservation, etc.) to our particular situation. We could have investigated the possible applications of the materials, etc. --I guess I did this later with the librarians I knew from BAISL (Bay Area Independent School Librarians) who attended that year but I would have liked to compare our situations with other school librarians in California and other places.

I thought all of the main presenters were great-- I wish that there could have been more interaction with them.
It provided a mechanism for librarians to learn new ideas, to be more aware of other philosophies from business leaders and innovative people. It sounds basic but librarians are exposed to the same forms of leadership and the same management philosophies ovber and over again at their annual conferences. The Stanford Institute was fresh and creative. I truly hope it continues.

It didn't focus on leadership as much as I had hoped and didn't have much practical application to my job. But the staff and participants were congenial, and it was good to get to know participants and talk informally.

The institute was quite simply the best professional opportunity I've had the fortune to participate in. It was such a morale-booster and offered so many opportunities to gain information from experts outside of the library field, but who had pertinent insights which were applicable to our profession. It was such a motivator to be treated as a "mover and shaker" and to get tips on how we can influence the information profession in the future.
I thoroughly enjoyed the whole experience. Strongly recommend you continue.
Although I recognize that this was largely a California enterprise funded by CA taxpayers, I believe that you will benefit from maximizing nation-wide participation, and from all types of libraries. Keep it up. Great location, excellent prestige, excellent food. Believe that most of the benefits I received were intangible, but quite real.
The Institute was invaluable for giving me the courage to bring forth my ideas, especially since Administration sent me.
I was somewhat disappointed that the speakers did not concentrate on libraries of the future. I thought we would be discussing how to make libraries more relevent in the 21st Century. The speakers were excellent but I thought we would be brainstorming about the future of libraries. I had a great time, however, and this was a wonderful experience. Thank you all for allowing me to participate.
It was a wonderful experience--one of the high points of my career up to this point. I enjoyed every one of the speakers and topics; they made me think new thoughts, which is always exciting.

Question: 45. What I would really like to say about the Institute is:

I know it is an expensive program to produce, and that costs must be kept in check for a good cross-section of librarians to attend. But I have recommended it to several people (even though they will have to pay 'out of state' tuition), and I'm sorry none of them will have the chance to experience the Institute.

It was a world class experience at a world class institution.

The institute was a rare opportunity for me to be exposed to new ideas, new knowledge, new skills, and recharged me professionally.

The sessions that were most valuable to me were the ones that centered around a speaker. The discussion groups were not as useful--but I was looking for the cutting edge of what was going on in the profession. The discussion groups tended to whine over the same old problems.

The Institute was a wonderful experience. It allowed be to interact with a wider range of library professionals than I normally do. Before the Institute, I would have never really considered public libraries as a career path, but now I would because of the people I met. The Institute also made me feel better about my profession. At the Institute, librarians were just as important as CEOs and I feel that did wonders to boost my image of the profession. I feel that I want to make an important contribution to the profession, and I am working on finding a way.

It was a great experience. I very much enjoyed my time there and feel that it has enhanced my skills and attitudes as a manager.

I feel very fortunate to have been able to attend the Institute. I hope other people will have the opportunities to attend the Institute in the future. The Institute provides tools and directions for all of us, librarians, information providers, to increase the quality of services we provide to the public.

The Institute is really valuable. I know that there are other competitors, but this one works well because it does inspire one to think about librarianship while also providing a body of colleagues from the same region/state
area.

Thank you for the opportunity. I hope that there are future institutes, as I believe they are a critical part of the changing face of libraries.

Came at a good time for me-- gave me some tools to influence direction the library takes towards the future.

The best thing about the Institute for me was that it expanded my knowledge of libraries other than public school libraries. I regularly attend CSLA conferences where everyone is "like me." But when I attended the Institute I was just beginning the MLIS program and had completed my fourth year as an LMT. My world was a limited one. The exposure of the Institute was very useful in helping me to understand how very different the variety of libraries are.

that I wish it could be offered in all 50 states and that more librarians could experience the education and empowerment I got from the Institute.

It was a wonderful experience, and a unique opportunity to interact with colleagues and professionals from the wide world of librarianship and information services. I made lasting friendships and important contacts, and, most importantly, broadened my view of our profession and its possibilties.

It was a little like the 'public' library--something for everyone but not a strong point of view. All the topics were mostly polite, academic, and safe. The best event was dancing to the African drums after the banquet--even though I could not breath then next day from all the mold and dust our pounding feet churned up.

What I find interesting is how similar organizations are--sort of like baskets--just so many ways one can weave together willow branches. What most people can do is tell us

Question: 45. What I would really like to say about the Institute is:

why they're organization is unique and their needs are special. But the group was mostly white, mostly middle class, and mostly well educated. Yup, white wine and baby greens. Librarians tend to be very practical and security minded. There is a big break in cultural experiences after education became relevant; most of the people younger than me find triva games more interesting than philosphy so it is really hard to find a common ground that makes sense to all. Now,to me, this is an interesting problem. How can an organization invite a public to use its services if there is no common ground (or music, or language, or portal etc.)?

I found the Institute inspiring and informative and have recommended it to many colleagues.

So so sorry to see a hiatus. Really the best week of my professional life.

It was an enlightening, motivating, and (professional)growing experience. The overall organization of the Institute and treatment of participants equalled that of a corporate retreat --very professional. The speakers and presenters addressed the myriad avenues of focus within the profession and provided something for everyone. I would hate to see the Institute dissolve, especially because of financial reasons. Perhaps less food an d open bars might cut down on costs.

I'm glad you had it, I'm glad I attended. It was fun feeling like and important professional for once.

I went in with very few expectations; I ended up meeting phenomenal people, having "fun" and being inspired. I didn't realize until several weeks later how much I learned and absorbed at the Conference. In very intangible ways it made me feel good about myself, my profession and my colleagues. Having a solid week in such a wonderful enviroment, pampered as we were (even in dorms!) and made to feel utterly professional, it was truly an incredible experience.

The fellowship with colleagues was a major highlight as well as the very insightful and interesting array of speakers. David Kennedy was a highlight for me. The mix of librarians and staff was interesting, but may not have been as fruitful as planned. Also, the mix of libraries, i.e., academic, public, special, was interesting, but could have been more productive, if academics had more time with their academic colleages. The issues are different depending on which setting you're in. I also thought the overall program was excellent. A good mix of CE, fun, thinking, creating. If the changes I suggested above are included, I would recommend the Institute to colleagues seeking a summer enrichment experience. Oh, and the food was superb! One negative: I understand that for the first conference, there were some attendees who were "strongly encouraged" to attend by their supervisors. Because it was my sense that they really did NOT want to be there, this attitude on their part, influenced the dynamic in the small group exercises. Everyone who attends, should WANT to be there. I understand that the first Institute had pressure on it to be successful and that not as many folks applied as was hoped, but to pay for attendance by persons who did not want to be there in order to pump-up the numbers sabotaged certain components of the experience for those unfortunate enough to be associated with them.

More school librarians need to attend. Last year there were only 14 school librarians out of roughly 150 participants.

It was great at giving the attendees hope that they could affect change and some tools to go about doing it. But a sea change needs to happen with current library directors and/or parent management. Most are afraid of change and those who try to make it happen. And unfortunately, even with the current shortage of librarians, there are few individuals willing to buck entrenched management. The costs are too great, decent salaries too rare. And the ones that still try to move forward often get burnt.

The Institute provided a great opportunity to meet with a variety of Librarians. I work

Question: 45. What I would really like to say about the Institute is:

primarily with Special Librarians, and I learned a great deal from the public and academic librarians. The sessions were very valuable, and I learned a great deal about my personal work style and my strengths and weaknesses. It was an extremely valuable week, and I am a much better Librarian because of it.

Was great! I was given a chance to know/improve myself and my leadership skills. Also, I learned how to work with people with different leaership styles.

The institute was great especially for a bright librarian who needs to develop confidence and savy on how to make their bureaucracy work for them to achieve their professional ideas for imporving patron service.

Several branch heads and team leaders have attended from San Jose. If not before, now most of these persons are leaders in the system. Although some attendees are more positive than others, I feel the system has profitted from their attendance.

Overall, it was a wonderful experience.

The Institute gave me an opportunity to learn from may experts and to develop new professional relationships with people.

Extremely valuable!
It was a great experience but not as intense or advanced as other library "institutes" I have attended (namely, NLMs Medical Informatics program at Woods Hole, MA...as an aside, another Woods Hole alum made the same statement while at the CA-Stanford Institute). I think a smaller class size, a more structured format and more required class attendance would improve the institute.
The Institute was an extremely timely
and worthwhile program. The unfortunate
element in my participation was timing.
I had only been in my current position
for six months, and was still getting
my bearings in the relatively new posi-
tion which, in a public library setting,
was very different from my previous
experience in academic libraries. More-
over, it was my first experience as a
supervisor in my entire career. Had I
been more seasoned in my current posi-
tion, I think I would have gained a
great deal more from the content of the
Institute
This survey was timely and thought provoking.

This has been a year of challenges for my library system--new director following death of previous leader, move into a newly remoddelled building, and a branch staff that is continuing to adapt to my style.

The 5 day series offered by Marilyn Manning was wonderful and I refer frequently to the inofrmation I gained from it.

This survey reawakened many thoughts and ideas and will prompt me to touch base again with my other colleagues from the 'real' milenium Institute 2001!
The Institute provided a wonderful opportunity for me to exchange experiences & ideas with a diverse group of professionals, & the surroundings enhanced the experience. I am not sure that the educational offerings differed as much as I would have expected from other professional gatherings. I think that the level of the situational projects was

Question: 45. What I would really like to say about the Institute is:

perhaps somewhat basic, or that, on the other hand, the groups would have benefited from working under the direct leadership of a professional well-versed in cutting edge applications of technology.

The idea of the Institute was wonderful. It was a chance to get away from the usual routine and do something different. Like a conference but not like a conference. I guess I was expecting more information about the future than I received. But maybe the future is not possible to predict.

The best part of the Institute was interacting with others. I renewed some relationships and built new ones. I learned more during informal walks and coffee breaks than I did anywhere else. I liked having access to experts.

I would love to see more participation with others in the field from other states.

Meeting Jabu from Swaziiland was a great experience and a couple of us spent the afternoon with her visiting the museum after the Institute was over. To date, a couple of us still stay in touch with her and have tried to help her with simple requests like a used cell phone. She imparted a lot to us. I still learn from her. It gives me insight about the new immigrants to our area.

Thanks Institute.
I was feeling down and needed encouragement, inspiration and fun with others in my profession. All of this was available at the Institute. I came back in a much more positive frame of mind.

It was a tremendously satisfying experience, both professionally and personally, and I would recommend it highly to peers and library administration. It would not hurt the principals to attend as well.

It was really a blessing to me to have a week apart from "the world" to concentrate on myself and my profession, to meet people, to talk about ideas, to learn new things. The setting at Stanford was wonderful, the food was great, and the company was inspiring. I only wish I had had time to meet MORE of my colleagues there--in some ways, the week was too short.

The Institute was a great experience that I wish I had had earlier on in my career. Coupled with real management support and encouragement, I think I could have been much more active in career and made better overall choices. I would recommend such an experience to anyone. I think the isolation at Stanford was great. Away from distractions, etc. Much better than say a convention atmosphere or one day seminar (by far the best). I liked the Manning presentations and tests - I have shared some of that experience with others. I liked the people at the institute - they were fresh and enthusiastic about their work and their careers and also had other interesting aspects to their lives. While some people were in negative situations, many that I worked with were a true inspriation to go home and do better and avoid the negativism that permiates much of our lives and institutions. I saw a lot of support by management for some of the participants. The institute was a great experience that I wish could have continued in some way.

I have repeatedly stated that it was the wisest investment in the future of California libraries that the State could make. I was proud of California for taking a leadership role and sorely disappointed when they let the incredible work subside.

A time to reflect

I found it intense, sometimes difficult, but wonderful. I was re-charged about my profession, learnt as much as I could fit in about leadership, met great colleagues...came back with a broader vision, which is necessary for the politicking I must do as the library's (self-termed and created) "Disability Services Advocate".

Question: 45. What I would really like to say about the Institute is:

Best thing I ever attended. Quality, perfect.

I enjoyed very much. I liked the morning lectures the best.
I think the "Institutet" is a valuable tool to help our enthusiasm of the librarianship/leadership,reminding us of the important role we play in the society.

The Institute program was excellent. Attendance boosted my morale and faith in libraries and librarians.

It was an amazing week. I can't tell you how interesting it was to meet with librarians from all over the country (and the world) and find that many of us are experiencing the same problems and by coming together, were able to come to some interesting solutions. Fire them all! While not practical in a civil service world, the discussion on the results of this dictum on the listerv has been valuable. We need to come together, we need to hear what is new and innovative. we need to hear what works elsewhere, and we need to participate with other colleagues. Thank you for a wonderful experience. Thank you! It was a very valuable experience.

It was very interesting and the speakers were outstanding. The networking opportunities were great, although they were with colleagues that are so far removed from my day to day work that I can't take time to stay in contact with them. I believe that much of the talent, experience and potential of the participants was underutilized because there was no mechanism to have them do meaningful work. The small group work assignments were not relevant enough, and the results of the work done were not of benefit to anyone.
I feel the institute offered a widely diverse program, covering many varying points to our profession. It was wonderful to have the opportunity to attend, thanks to my Friends of the Library who sponsored me.

I have to say that the events of September 11 really overshadowed my attempts to stay in touch with people after the Institute.

It gave me renenewed faith in the viability of the profession.
This was a fantastic week of learning and feeling good about the library profession. It gave me an opportunity to learn about other kinds of libraries and how different or same they are from mine. It gave me an opportunity to talk with other school librarians and see how well I am doing, yet to learn new ideas from them. It felt great to be treated so well and made to feel so important. I loved the format of each day and the whole week of learning. It was very well constructed. Every piece fit into place. Of course being at Stanford gave it a great atmosphere.
This top-level professional opportunity is deserving of a higher profile in the library community. Perhaps promotional programs at state or national library conferences (ALA/PLA, etc).

In general, this was easily the most productive professional development experience I have ever had. And I feel I have had many great experiences.

One downside is that I know if I ever see an employment application with the candidate reporting having attended the Institute, it will be difficult not to reflect on the caliber of people I met at the Institute generally, and give the person some "halo-effect" points.

It must be difficult to measure the success of the Institute. How many people are now working for supervisors or other leaders whose view of their job has been improved? How much job satisfaction and how many customer based decisions have been made?

I feel the contribution I am making to our profession as VP/Pres elect of Customers of Dynix Inc. is in part due to my experience at the Institute.

Thank you so much for allowing me to be part of this tremendously successful event.

Question: 45. What I would really like to say about the Institute is:

It was invaluable to me personally and professionaly. I interacted with so many people I might never have had the chance to meet through ALA or PLA. The intensity of the experience and concentrated exposure to intellectually stimulating presenters and peers was invaluable.

I enjoyed it eminently--the people, the sharing, the Institute staff and most all the speakers that I heard. It was very well organized, productive, challenged our minds, and it was fun. You can't ask for more than that.

I'm was proud to be a part of the institute and I am a better librarian because of the people I met, the speakers I heard and the training I received. Honest. The institute has soaked into my body (just like library school) and has become a part of who I am. I may not have a different job, but I do have a refreshed attitte and a spirit that is proud to be a librarian, even in these times when people don't really understand what it is we do.

It was an excellent experience. I imagine the ACRL institute at Harvard is very similar. We need to continue a west coast version.

Thank you to all who made it as good as it was.

I was somewhat disappointed in the Institute, although I enjoyed it. It didn't offer much of relevance for school librarians, and it showed too worshiful an attitude toward managers from private industry. Private industry was clearly taken as a model for libraries, and I think that was inappropriate for school and public libraries. We are not doing the same job, and we don't need to model ourselves after private enterprise.

The Institute was a valuable experience that furthered my personal development as a librarian and as a leader. The interaction with peers was most helpful as was the exposure to speakers in different fields.

What I most appreciated was having the opportunity to hear some outstanding speakers. I also enjoyed meeting many people.

I feel I am giving you somewhat incomplete feedback. Problem with the Institute is our organization SJPL is ahead of the curve in alot of issues. We were already addressing, or had already implemented many of the ideas presened. For a school librarian in a small town these ideas presented by the Institute were dynamic. For many of us from SJPL they were not so.

I thought that it was one of the best experiences of my life. I got my own batteries recharged and I ended up seeing my profession and professional responsibilities much more broadly...the word "stewardship" pops in to my head often as a direct result of the insitiue. I think my vision had become quite narrow, and the institute changed that.

It was a good learning experience.

I appreciate the opportunity that I was given in attending the Institute. I hope that other librarians will have access to the Stanford-California State Library Institute in future. The Institute was stimulating and gave us time to think about the profession and our role as library leaders. I don't think that I thought of myself in that way before the Institute. I am happy for Ann Marie Gold that she has accepted a position at Sacramento Public Library, but the Institute really came together due to her, and her team's, very hard work.

Given the lack of mentoring and training opportunities in my organization in the past, the institute filled this important role.

The Institute would have been of greater benefit to me if it had not been so heavily weighted to CA librarians who wanted to discuss state issues instead of universal library issues.

Helped me appreciate the size of TPL and the impact of amalgamation on public library organization. Discovered we are at the forefront in many areas. There were few participants from comparible institutions. Helped develop my Powerpoint and presentation skills and confirmed my interest in leadership.

Question: 45. What I would really like to say about the Institute is:

A wonderful experience. Gave me insights into both issues and leadership qualities. Needs more input/experience from special libraries. Heavily geared toward public and academic.

The Institute was by far the most important training I have recieved since library school. I basically went to the institute because my boss wanted me to. I was overwhelmed by the quality of the Institute and the organization of the activities. The only training I have ever received that took our profession seriously and trained people to take the profession seriously. A fantastic experience that inspired me to stay in the profession! It would be a crime if the Institute were to be discontinued.

The Institute was a quality educational experience. I recommended it highly to others (which resulted in my organization sending a participant to the second Institute). I was disappointed to read that it was not going to take place this year.

It was a very impactful experience to meet with others who were looking to the future of libraries and do visioning around that. I would really appreciate more formal opportunites to get together with institute participants. I did think it was somewhat odd that although the conference was designed to "create the leaders of the future" it was mostly the "leaders of today" who attended. Given this reality, I would advise that mentorship training be part of the Institute. I also would encourage training on ways to grow staff and move line staff through library school and into the ranks of management. Line staff are the perfect resource for the librarians and library leaders of the future. In addition, I think that marketing of library services is a fundamental part of the survival of libraries: how to do word-of-mouth marketing, how to address the image problems of the profession, how to be leaders in the public sphere outside of the library world.

I have attended many conferences and workshops throughout my carer. This was by far the best--from the issues discussed, the speakers, the arrangements, and of course, the Stanford experience. It has contributed greatly to both my professional and personal growth.

The institute was a unique, once in
a lifetime experience for many us, as
we were able to take a step back from
our day-to-day responsibilities of
our jobs and look at the broader spectrum of the profession as a whole
and see what we can do to improve it.
In addition to the specifics we learned of knowledge during the week, the institute
helped me to learn to see the
leadership qualities within me and to think globally about what I can do to improve
library services and its future.

It was a wonderful experience for me--inspiring and enlightening. I came away from it with a much stronger sense of the importance of libraries and the issues I need to be considering to better prepare for the future.

It was a good opportunity to learn from others in the diverse field of librarianship. Issues of where the profession is headed and our roles as information providers needs to be reviewed and discussed. As a public service librarian in as low-income, low literate community it is a challenge to rethink how we deliver service effectively.

It was the greatest professional experience I participated in. So many ideas were presented and opportunity to speak to individuals who had open minds rather than the administrator who must balance all needs with minimal budget. Enjoyed the "can do" attitude and ability to be flexible among participants. Learning environment was very conducive to acceptance of new ideas. There is a need for a continued program. Librarians must feed each other with ideas and allow the creative process to occur. This process needs to reach down to the newer persons to the profession so they are not afraid to suggest new tactics, strategies, programs to bolster our library systems.

It surpassed my expectations. I met terrific people and it is great to have this network of colleagues. I am disappointed that the Institute is in jeopardy -- there is great talent in

Question: 45. What I would really like to say about the Institute is:

this field and I have recommended the Institute to several individuals.

The Institute was truly transformational. It is unlike any other development program I know about. The strengths were the speakers from outside the profession bringing new ideas to us and then us using them to work on problems. Truly worth 25 ALA conferences.

Though not life altering, it was a great experience. I particularly liked speakers from outside library-land.

It is a marvelous experience and I am recommending it to my colleagues when it comes again.

I found the Institute immensely helpful in expanding my knowledge of libraries and the challenges libraries face. It was extremely well run from start to finish, and the participants were most impressive. I was delighted to be part of the group. I hope there will be a way to offer the opportunity to attend to others in the future.

For my professional development, this institute opened my eyes to the fact, that I do have a voice, I am educated and I should use my voice to help our cause. I have learned many things about leadership during the Institute, and I have been trying to put some of the leadership training to good use at work. I am a bit confused on the personality traits, and how to work effectively with others based on those traits, but hey, the learning curve is wide and my associates are still willing to put up me.

Thank you for allowing me the opportunity to be apart of the Institute and for allowing me to be a member of the daily newspaper team.I'm developing the theory of digital modalities - Information Age, X-Generation related.

If wishes were horses, I would like the institute to continue yearly inviting new ideas from participants to give reports of what they have achieved and share more ideas. This enables libraries to be recognised aand help us achieve the desired goals. It is a pity that monies are not always there to run the institute but if minds put together can rock the whole world.

It failed at presenting the serious issues facing librarians in the 21st century. The presenters were for the most part unprepared and ill-researched. They presented personal opinions and unsubstantiated theories as if they were fact and many of them seemed ill-at-ease with basic presentation technology. I cannot imagine how the Institute could have been worse that first year. However, the plus side was meeting a few librarians who actually care about their field, and who were able to think clearly and seriously about librarianship and the role of the library.

May I say one thing more: I found it odd that in a conference full of librarians there was very little reading going on. However the TVs were on almost every time I walked into a dorm. What does that say about the members of our profession?

I really enjoyed it. They are not enough places that provide the kind of training and networking librarians need. At a time when librarian vacancies are at an alarming rate, the Institute is needed now more than ever!

I loved it. For the first time in my career, I really felt that I was a professional and was being taken seriously. Librarianship is so often perceived as a non-intensive, low-level job that anyone can do, but being in the presence of so many talented, committed people was inspiring. I really hope a way can be found to give this experience to other librarians. Thank you so much!

It was thought-provoking and energizing. Through meeting and interacting with my new colleagues from all types of libraries, it made me more optimistic about the profession.

It was a privilege to attend the Institute. I wish I could send all the librarians I work with to it. It was so empowering to me.

Very well organized
Met many interesting & fun librarians

Question: 45. What I would really like to say about the Institute is:

Gave a refresher in where our profession can go
Gave me a kick-start to go home & shake the place down! Thanks Ann Marie

It was a whirlwind and inspirational. It's like trying to see all of the Louvre or the Smithsonian or MoMA in one or two days. After awhile you reach a saturation point, and it does not matter that the next painting is a Modigliani or Monet...you are full up and have a limited ability to assimilate more. AND--As with most of life, quiet reflection is required. I think that it might be a good thing to gather alums during a 3 day weekend sometime for debriefing and reiteration.

It was invaluable to me. I met people that I wanted to be. The Marilyn Manning sessions helped me to work on my lifetime goals and to decide what kind of leader I wanted to be and how I would get there. To many, it may look like I have taken a step backwards, to take a lesser status, yet more money. I look at it as a "correction in the stock market"...at some point my career will shoot up again. I appreciate the grant monies that funded this Institute. I would and have highly recommended this Institute to fellow professionals.

It was well organized and beautifully orchastrated.

I came away enthusiastic about returning to my library and sharing what I had learned. I came away energized.

I found the institute invaluable to my professional development.

I really appreciated the Institute because it gave me an opportunity to talk to and interact with librarians from all parts of the profession. This broke a lot of stereotypes for me, and helped me realize that librarians need to communicate across our field more, because we are all working towards the same goals, just in different ways and with different communities. The Institute also showed me how effective (or ineffective) leadership can make or break an organization's morale, productivity and image, and how leaders must, absolutely must, be willing to be active communicators and risk-takers within their own organizations (not just talk about taking risks without really doing it). I hope the Institute continues -- it was invaluable to me. Before I attended, I was ready for a career change, but I changed jobs and am much happier, productive, and I know I'm growing professionally due to my choice and due to the possibilities within the field that the Institute showed me.

It was a great experience. The participants were a highly motivated group of professionals who were excited by the excellent speakers, presentations, and discussions.

It was nice to be on a beautiful campus, but I don't think that is necessary for the conference to continue. The agenda was so tightly packed that there was little free time. It was a wonderful opportunity to discuss library issues outside of the library environment.

It is difficult to look at the broader picture when day-to-day responsibilities are overwhelming. Stanford provided a pleasant atmosphere within which to ponder and discuss.

Too large, too impersonal, too much alcohol.

I gained many good contacts at the Institute, and find the listserv is a wonderful resource for idea sharing.

The evening workshop on visioning for the future was one of the most helpful, as well as the seminar on evaluating your library's programs/services.

The Stanford campus experience was great!
Thank you for conceiving of it and bringing it to fruition - it was a fantastic experience. I hope that funding is found to continue it for all future library leaders - the profession

Question: 45. What I would really like to say about the Institute is:

needs it. I would like to participate in some capacity in future Institutes.

I found the Institute to be the MOST exhilarating professional program in which I ever participated. I suspect all subsequent programming I attend will compare unfavorably because this was such an extraordinary experience. It was well thought out, well planned, and well executed. I want to say "thanks" again for the opportunity...and only hope that others get the same opportunity in the future.

I covered this in suggestion 3. The Institute was an eye-opening experience for me and I am tremendously grateful I had the experience. I haven't been promoted since the 2000 Institute but it hasn't been for lack of trying. My organization isn't ready to acknowledge the lack of librarians and seriously consider my suggestions. But we will have to do some internal grooming and make-shift arrangements within the next ten years and my Stanford thoughts will still be of use. The change in perspective that I gained from the Institute I will probably carry with me for the rest of my career: Think globally and act locally. Recruitment to the profession is still important to me and I am more willing than ever to host another library school intern or to speak to a library school class. Besides attending library school, this was the most significant experience I have had in my career in terms of shaping my thinking and giving me goals.

To focus on issues and concerns away from the press of daily responsibilities was a real luxury. The caliber of the presenters was uniformly high.

Although it appears that I have not done very much since the Institute I should say that attendance at the Institute actually reinforced what I had a sense of prior to attendance. I came back with a positive attitude that I was on the right track after all. I realized that I need to continue to educate myself and stay involved in college activities and remain a commited member of the community.

I enjoyed it immensely. I made me feel more positive about being a librarian and reinforce some self perceptions that I had. I learned a lot!

The Institute is especially beneficial because it includes multiple-types of libraries and librarians at various stages of their careers, rather than focussing on just one type. I think it's good to share ideas and meet with others who have common interests, but who also are different. We can all learn from each other.

The Institute was the most affirming professional experience I have had. So much of what school library media specialists have to do and listen to from administration just to survive is menial, demeaning and frustrating. It was wonderful to be shown that what we offer is worth the struggle and is valued by others who are willing to help us. In a large urban school district it takes a long time to see things change. People like me see children's lives flying by and nothing changing. We see 80 hour weeks being put in to make the magic happen and no one realizes that it needs to be built into the infrastructure. This Institute gave me the stamina to stay the course and put in another year of effort to accomplish change. Our strategic plan for libraries reflects a number of key points I took from the Institute. Now we wait to see if the district's leadership supports the plan. I am hopeful. And I am grateful to the Institute for their role in our plan.

After being a VERY active professional for 26 years, the institute re-energized and re-focused me. I have done sooo much, but needed new ideas to keep my library program moving forward, the Institute provided me with what I needed at this crucial time in my career. THANKS

I was pleasantly surprised to have the opportunity to learn about all the other types of libraries (besides elementary school) and to be able to interact with the people that run those facilities.

it should continue

It helped me focus on areas that I need to focus on, like doing a better job of leading from my line position and looking for innovative ways to approach work. Marilyn Manning's work with us was the most valuable part of the Institute.

Question: 45. What I would really like to say about the Institute is:

This was a wonderful opportunity for myself and fellow co-worker to attend together. As part of the Library Management Team, I have been able to suggest new ideas, procedures etc. Our Director is very supportive of staff development.

Thank you for the opportunity. I sincerely hope there will still be a 21st Century Institute program.

It's main worth to me was the opportunity to get my head out of the details of my daily job and think about the bigger picture. For librarianship to advance, it has to have practitioners that have the uture o librarianship in mind as well as the details. (Sorry, I'm on another computer have suddenly lost the key=)

What an enjoyable week I had at the Institute...meeting and getting to know terrific colleagues and listening to interesting/dynamic presentations. What a wonderful experience!

I was honored to attend and believe that it not only provided more substantive input than most professional meetings I have attended, but it also was an important professional activity to add to my CV.

The Standford Leadership Institute is one of the best leadership emersion programs that I've attended in recent years. Professional development of this caliber is seldom available to administrative and management library professionals. This is the shot in the arm that every librarian with 10-20 years of experience needs!

It was wonderful!

It was a great experience. I've had great support from my organization and have the latitude to try ideas and evaluate their effect. The Institute provided me with additional methods of looking at issues to help my organization better serve the public. The opportunity to network with others who are wanting to impact the industry was excellent and extremely valuable for the future.

it was a great opportunity for Librarian and we typically do not have this type of program to attend.

Library management and parent organizations should be more aware of the goals of the Institute and expectations for librarians who attend the Institute.

that I appreciated being treated like an intelligent thinking adult. Conferences have become numbing to me--we talk to each other and we repeat ourselves constantly. I loved being with bright people and being challenged by lecturers with interesting and thought-provoking things to say. I even thought about going back to graduate school but I talked myself out of that one, thankfully. Paying for my daughter's BA is enough tuition for me. The Library field offers no sabbaticals or time-outs to step back and think. That was what the Institute was for me. I'd love a yearly or every-other-year tune-up as long as it remained at the high level I was lucky enough to benefit from at the Institute.

I have increased the intellectual level of training that I do with my own staff and they responded the same way I did.

Holly:

Since my participation was as an Advisory Committee member, I did not answer the questions, but it seemed important for you to have my response.

I was disappointed that in a couple of respects the Institute felt like I was back in library school. Some of the participants got enthused enough by the program to propose an official statement that would come out of the Institute regarding information literacy. Yet, this genuine, organic burst of leadership was squelched by the Institute leaders. This made me wonder what exactly was the point of encouraging thought and discussion if we could not share our conclusions with the rest of the library world. Also, the group exercise was little more than artificial busy work. If it was so important for us to demonstrate working collaboratively, then assign some real world projects/problems.

Question: 45. What I would really like to say about the Institute is:

Perhaps the Insitute participants could have acted as an advisory group to help work on recommendations to issues submitted by real libraries. The responsibility of actually helping to solve real world problems would have been more motivational than going through the motions on what was essentially a school assignment. I think a lot of us felt like we were beyond that.

It energized me - helped build my confidence at a critical time as i took on a new position. It also was wonderful to get the perspectives from both outside the profession and from the wide range of attendees. I loved Stanford, the campus as well!

It was one of my best experiences as a librarian. I wish it to continue as a way of helping produce more library leaders and keep good folks in the profession.

The institute was definitely a high point in my overall career development. The opportunity to network with collegues and learn from experts in the profession in the setting of the Stanford campus was invaluable.

So, here I can say what I would have changed. Not much really. I wish all librarians could do this. There is a big self-esteem issue with the profession, not with everyone, but I certainly had that problem. I chose librarianship as a safe haven because I just didn't have confidence I could do anything else and ended up serving others who had the guts to do jobs I would have liked. The institute helped me turn that all around and make my career something I truly love and to continue moving in that direction. I really appreciate the organizers for making this possible.

I had a great time and met some wonderful people. I learned a lot about myself and my management style from the programs. There are things I still think about from the Institute and speakers I still remember.

In seventeen words: the Institute was intensive, interactive, physically fatiguing, mentally exhausting, exciting, incredible, fascinating and a fabulous learning experience.

It will be difficult to duplicate what Anne Marie Gold did with funds avaialable. Perhpas there needs to be a brainstorm session on continuing education for MLSs. I'm in an Ed.D. in Educational Technology at Pepperdine and in April 2002 designed such a futures-type program for the Web (set in the year 2012) with a group of 3 other doctoral students. It's called ILL -- Institute for Library Leadership. You can check it out by pointing your browser to: http://hale.pepperdine.edu/~tlgrenot/tclibproj/libprojindex.htm

It was an empowering and learning experience. I would like to attend periodic structured meetings (regional or larger scale) with former participants in order to hear/discuss how folks have applied strategies/models from Institute sessions into their everyday work. The listserv does not seem to be an effective tool for staying abreast of participants' successes/setbacks.

I found the Institute really worthwhile. I did not necessarily obtain what I had hoped for in the area of hands on IT and there was too much emphasis on public libraries and schools for me but I was exposed to most of the cutting edge issues which were either confronting us or about to confront us in my institution. Every plenary speaker was excellent without exception. As a bit of an IT dummy (but not a luddite or "phobe") I had not heard of Salon.com so was pleased to have my awareness raised about this publication and the whole IP and new technologies area. It was great to focus on digital preservation and to learn more about Generation Y. It was also good to see that we were ahead of many in areas such as Real time reference and support for e-learning. A warning sound was also struck in relation to recruitment problems in the Library profession in the US. We are starting to experience this now. We are looking at ways of rewarding good staff to keep them whilst also looking at how we can entice good new recruits and influence our professional association.

I benefitted enormously from the Leadership workshops in the evenings. They strengthened my confidence when I went for promotion a few months after returning from the Institute.

In retrospect I believe I chose some wrong streams. As we now embark on a Building

Question: 45. What I would really like to say about the Institute is:

refurbishment project I wonder what I might have missed from that stream.

It was great to visit the famous Stanford Library and to become aware of the success of fundraising strategies. We are currently embarking seriously on this.

I regret not having kept in regular contact with either the presenters or participants. It is a failing of mine that I don't put enough effort into networking at times when I am carrying a heavy workload. I returned to a very stressful situation and therefore neglected to immediately make contact. I very much hope to renew contact however. I met some truly wonderful people at the Institute.

I returned from the Institute thinking that it had been pitched more at middle managers and at the sectors previously mentioned and that on that basis I would not be able to justify sending more people to it given the additonal expense of the airfare from Australia. In hindsite however I can see how important it was for me in terms of the issues covered and how I benefited from total immersion for a week. I had planned to recommend that we send someone again this year had the Institute been held.

Finally I had a wonderful time. It was great fun. I loved visiting Stanford, visiting the Library and meeting Mike and Anne-Marie and all the others who did so much to make it a success. I still have my silver star paper-weight on my desk and my gold Leadership star in my pot of pens - for the days when I don't think I'm star quality!
I could say a lot more but that will do for the present.

Mid-career librarians seeking to improve their leadership skills and sense of the profession have very few venues to do so, and it is important that California find some way to continue providing such a place. It showed me a commitment to my profession on the part of the institutions involved that I found very comforting and encouraging.

Get to visit stanford and hear our library leader from stanford. Also the morning speeches from the higher education leaders were very helpful. Program was very well put together but I think they served us too much rich food which is kind of a barrier to learning. There are just my thoughts. Hope they help.

It was a great opportunity to network with a variety of different types of librarians. I now feel like I have many more contacts in the public, school, and special library realm.

I was originally skeptical that I would learn anything new. I was more than pleasantly surprised. I particularly liked looking at the big picture. It is important to work for the library outside of the library in the entire non-for profit and government universe. Contacts in those areas are crucial. I hadn't thought it was possible to put libraries in that picture. Now I understand that it is crucial that libraries be in that picture. Thanks for the lesson Stanford-California Institute on 21st Century Librarianship.

It didn't help me. It was like going to library school. We were not encouraged to think independently - we were told what to do. We didn't address some of the most important issues in librarianship - like how we can continue to survive/thrive in the world of the Internet. It was like a bad conference - nothing meaty, exciting, or useful.

A once-in-a-lifetime opportunity for librarians who are interested in leadership.

I thought that the Institute was an excellent forum for meeting others in the field and hearing from some top-notch experts. I wish there would have been more representation from outside of California, however.

The Istitute was a wonderful experience. It was more than just a series of workshops and lectures. The various elements of the Institute combined with synergy to create a unique learning opportunity. Having librarians from academic, public, and school settings combine helped increase my understanding of the field, while lectures from non-librarians helped to broaden my perspective. Thank you for the experience.

I went back to work refreshed, inspired and energized. The speakers were fabulous. I left the institute knowing that my position was an important one and that I had the potential to make a real difference.

The Institute was an outstanding professional growth experience for me. The experience could not have been any more dynamic and content rich.

Question: 45. What I would really like to say about the Institute is:

Yes or no answers to questions can be misleading. I feel I gained a great deal from attending the Institute. I think it takes more than one voice and the more leaders are exposed to the kind of information presented at the Institute, the more likely change will happen. More library professionals need to be exposed to the ideas in order to reach the "tipping" point. Although there was little response directly to information I may have brought back, I can see changes around me - and believe I will continue to see more as people have time to consider the ideas and see them working.

It offered some great networking opportunities and opportunities to learn from library professionals we would never have encountered.

I'm grateful for the Pioneer Class experience and found that the Institute was all about exposure to people and ideas, presented in a setting in which I could absorb and appreciate them. It was an intense week that was simultaneously enriching, ego-boosting, sobering, exhausting and fun.

It was a wonderful experience. Please try and let others have this experience. I hope that the program can be continued in some format. It made me a more confident, self-assured librarian.

The Institute was influential in solidifying what I thought was the direction I would like to go in my career. It provided the structure for further growth, and gave me a sense of responsibility for being a leader in my profession that I lacked previously. There are a few moments in time that I look back on as being pivotal both personally and in my career; the institute is one of them.

The Institute provided a career pick-me-up and a life changing experience for me. This workshop helped to change me in ways that I can not explain.

I thought the Institue was inspiring, thought provoking and fun. It may have been a bit extravagant, but that was such a refreshing change from library penny pinching that I hate to see it be considered a negative.

The Institute was an excellent opportunity to interact with professionals from different type libraries in different locations. The discussions, the presentations from experts in their fields, and the intellectual stimulation left me re-energized and re-commited to the profession.

It really was a milestone in my life

I really enjoyed the Institute. It was a very special experience. In doing this survey, I realize I need to make more of an effort to keep in touch with some of my fellow graduates.

In regards to the question about what did I need to continue my leadership growth, I felt that several of items were things that I would like, such as an annual reunion. I can't say that I need them, though. I am fortunate to also be a member of the City of San Diego Chapter of the National Management Association. This organization offers local opportunities to be active in leadership activities and learn more about leadership.

In regard to the question about considering other institutes, I had not thought about them. I was interested in this one because I have participated with other programs given by the California State Library. Right now I am in a position that has given me much more responsibility and opportunities to demonstrate leadership. I feel comfortable not pursuing any further trainings at this time. I reserve the option to pursue more opportunities in the future.

Without question, the Institute was the single most important professional- development endeavor of my entire 20-year library career. To be on the campus of Stanford, to be led by Dr. Keller, to hear from all of the other experts, as well as to work in our groups in such a beautiful, congenial atmosphere, served to inspire and recharge me. I could not be more grateful to my Library Administration for this investment and wonderful, wonderful opportunity.

Question: 45. What I would really like to say about the Institute is:

It rejuvenated me-thinking about my profession as well as my career!

This is well worth preserving, and expanding -- needed especially in this profession, where state of the library profession, and one's personal library setting, doesn't necessarily provide the kind of support, and forward-thinking that one needs to develop and take on leadership positions. Also, just the value of taking a week off to *reflect* about issues one normally doesn't have the time to do. My job is so demanding, I really appreciated having the time to focus and reflect on the state of the profession, the time period we are in (and the impact of technology on our world/profession), and how I can become a better manager/leader.

The Institute was a wonderful experience for me. I have already recommended it to many. It lived up to my expectations (I had spoken to participants in the 2000 class). It gave me what I needed at that point in my career. Still new to my organization, I hadn't received any outside training in quite a long time and had very much looked forward to this opportunity. I enjoy hearing what others have to say about the profession (from both inside and outside) and about the future of our profession. Thank you for this opportunity!

If the Institute is the right vehicle for library professionals to attend every other year....we should not have to explain ourselves or dumb down or cost dilute the program. Stanford as an "attitude" is so ofttimes missing in library people.....unless we are a useless bunch of professionals that a Stanford University hosts,,,,,then we should be the last thousand to benefit from the experience, not the first thousand.

Don't concede ground too quickly those of you in the learned trades.

I am very glad I attended, but am not sure how the same affect could be attained. I have made some connections I value, even though I have not participated as much as I would like in the listserv or get togethers.

It wasn't so much the areas covered or any specific thing that I had learned that made the Institute special. It was just the experience of being exposed to different perspectives from the speakers that came from diverse backgrounds. This mode of constant exposure helped me to take myself beyond the library world for a while and return to it rejuvenated with a fresh pair of eyes.

It came at an important time in my personal career when I needed to be reenergized in my work and at a time when the profession itself is in dire need of residential institutes such as this one to meet the challenges of an increasingly uncertain future. I was disappointed to learn that a 3rd annual institute was not to be held.

I wish it wasn't just "once in a lifetime." No sooner did we get started than we had to leave and return to reality, where's there's little time to turn the Institute experience into improved service. Management is still trying to figure out how to take the 10 of us who attended the 2 Institutes and make something of it.

It was a fantastic experience that gave me much new food for thought, inspired my creativity and boosted my enthusiasm for the profession.

The Institute was an exceptional opportunity to grapple with the spectrum of management and technological issues facing contemporary libraries. It was a rare opportunity to stop, ponder and discuss theoretical questions. Where else could one go to laugh about sticky personnel issues, consider copyright law, evaluate one's management style and ponder technological developments. Amazing.

I enjoyed the Institute because the issues and topics reflected what most Librarians are facing today.

The Institute took my blinders off helping me to see beyond my school site. Since attending the Institute I have asked myself what do leaders do? I now serve on the California School Library Association (CSLA)-Northern Section board, I attend Centrsl Valley Library Consortium (CVLC) meetings at Fresno Pacific University (FPU), I completed my master's at FPU and taught a class for them in their LMT program, I co-chaired a sucessful conference at Tenaya Lodge near Yosemite, I have set goals for

Question: 45. What I would really like to say about the Institute is:

my middle school library and I have communicated them with the staff. But most of all I fight for what I feel is right for our students in helping them achieve valuable skills for lifetime learning, not just a score on a test. At times this can be frustrating but I do not give up and I am beginning to see progress being made. What I gained from my experience at the Institute was confidence in myself to work hard through collaboration with my colleagues (in school and public libraries) to achieve a higher standard for my school library (and beyond?).