

AAHSL FUTURE LEADERSHIP COMMITTEE 2015 ANNUAL REPORT

The AAHSL Future Leadership Committee (FLC) continues to actively promote recruitment and development of first-class leaders in academic health sciences libraries, through activities in the areas of recruitment, education/training/mentoring, and research. This year the committee undertook three new initiatives that include the planning of the New Directors Symposium, improving online marketing and publicity of FLC programs and director vacancies via the AAHSL website, and developing a model for governance to help educate future committee members about the program and their responsibilities.

The Future Leadership Committee will meet in person on November 6 in Baltimore, in addition to working by telephone using GlobalMeet conferencing and e-mail. The chairs met on a monthly basis with the program director via telephone to lead the program planning process, manage the budget, and coordinate communications between the Board, committee members, and program participants. Following the 2014 meeting in Chicago, members were assigned to program areas of the committee and worked in coordination with the program director.

The Leadership Fellows Program has completed 13 years, its successes a result of the support of the sponsors—NLM and AAHSL—and the contributions of fellows, mentors, and committee members. For the second year, the 2016 class of incoming fellows was given the opportunity to provide input to the mentor match. One former fellow, Shannon Jones (University of South Carolina) assumed a permanent director position in 2015. Three fellows served or are serving as interim directors: John Gallagher (Yale University), Melissa De Santis (University of Colorado), and Hongjie Wang (University of Connecticut).

With funding from the Board of Directors, the committee undertook the planning of the third New Directors Symposium (NDS). A new NDS subcommittee surveyed new directors, reviewed results, and planned a program for November 2015 – May 2016. The program will begin on November 7 in Baltimore and conclude in May 2016.

The NLM has extended the Memorandum of Agreement with NLM for partial funding of the Leadership Fellows Program for another year, through the 2016–2017 class in the amount of \$65,000. We remain very grateful for NLM's continued support.

Program Director

Carol Jenkins is in her second year as committee leadership program director and is responsible for program planning and implementation, curriculum management, and logistics coordination with the AAHSL Office. The Office is responsible for event planning, budget management and logistics. The committee uses Basecamp to coordinate program management and communications, and foster community. Basecamp was used successfully by the Leadership Fellows cohort, Scholarships subcommittee, Leadership Fellows Selection committee and NDS Planning committee.

Budget

The FLC programs, notably the Fellows program, have become more expensive due to cost increases in several areas. The Committee presented a budget, requested and approved by the Board, that contained overall costs for 2015. As a result, the new 2016 cohort of fellows was reduced from six to five, funding for fellows to attend the 2015 AAMC meeting was reduced from the full meeting to one day's support, and program management costs were reduced.

The accomplishments for 2015 are described below for the major areas of committee focus.

NLM/AAHSL Leadership Fellows Program

Committee working group: Bardyn, Berryman, Cohn, Franklin, Jenkins, Knott

The 13th class completed its year on September 30, 2015. Fellows (Elizabeth (Beth) Hill, Rikke Ogawa, Kelly Thormodson, Megan von Isenburg, Hongjie Wang, Matthew Wilcox) and mentors (Joanne M. Muellenbach, Jane Blumenthal, Kerry A. O'Rourke, Marianne D. Burke, Jett McCann, Leslie C. Schick) worked together in fellow/mentor pairs. This was the second consecutive year for a larger class with six fellow/mentor pairs; the increased class size was accommodated within the budget.

Fellows communicated with their mentors on a frequent basis throughout the year. All fellows spent two weeks on site visits at their mentors' home libraries in one-week segments, with visits anchored by the learning goals of the fellows. Site visit principles developed by the program director were shared with the cohort in November. Fellows were able to meet a range of library staff and university officials, participate in and observe library and university meetings and decision making, attend events, visit other institutions, and gain a sense of their mentors' leadership styles. They also shared their own perspective with their mentors' staff. Their reports speak to the importance of the site visits in developing relationships with their mentors, building a network of contacts, gaining ideas to incorporate in their current jobs, and expanding their vision.

Building on the Orientation and learning plans, the group met on a monthly basis in 2014–2015 for virtual sessions and in-person meetings. Mentors and their fellows developed virtual presentations and facilitated the discussion for the sessions held on the third Wednesday of each month. Topics covered were power and influence (Blumenthal/Ogawa), enhanced library roles (Muellenbach/Hill), workforce issues (McCann/Wang), institutional/managerial finance (Schick/Wilcox), strategic planning (O'Rourke/Thormodson), and crisis management (Burke/von Isenburg). DeEtta Jones, consultant, also led a virtual discussion on cultural dexterity. Fellows were asked to undertake substantive assignments in preparation with the goal to encourage them to think strategically at a director level. Mentors contributed their own experience and perspectives to the discussions.

The cohort also worked together face-to-face with faculty and committee leadership, providing the opportunity for fellows to get to know other directors better. They benefited greatly from faculty Kathryn Deiss, who has a long-term association with the program and met in-person with the cohort three times during the year. In September 2015, Kathryn Deiss confirmed her desire to continue her role with the program and the committee.

The full-day Leadership Institute held in Austin, TX, on May 16, 2015, focused on developing versatile leadership and practical career guidance for fellows as they prepare for director positions. Kathryn Deiss facilitated the first full-day Leadership Institute, with additional funding support from the Board. A mock interview exercise was included. Former fellows Gabe Rios, director, Indiana University Ruth Lilly Medical Library, and Sandra Martin, director, Wayne State Shiffman Medical Library, described their recent experience in interviewing, the hiring experience, and perspective as new directors. The institute also included a guided discussion on organizational culture, the life of a director, and benefits and costs of leadership.

The 2014–2015 class met for the final time at the Capstone in Washington, DC, September 28–30, 2015. The event presented the role of organizations important to academic health centers, introduced key players, and addressed external issues shaping libraries and their implications for library directors. Representatives from NLM, NIH, AAMC, LC, NAL, IMLS, SPARC, U.S. Congress, ARL, ALA, AACN, AACP, ADEA, AMIA, and AAHSL met with the group. Issues of current priority for academic health sciences libraries include information policy and funding, scholarly communication, data management, the changing role of national libraries, interprofessional education and team-based care, and roles of libraries in research institutions. Presenters included those who regularly come to the Capstone as well as some first-time speakers such as Joan Lakoski (AACP), Richard Valachovic (ADEA), Doug Fridsma (AMIA), Michelle Dunn (NIH), Wendy Rubinstein (NIH), Robin Dale (IMLS), and Michelle Chin (legislative assistant, Senator John Cornyn). Their participation strengthened their relationship with AAHSL, in addition to the benefit for the fellows. A reception and graduation ceremony on the final evening of the Capstone recognized the achievement of the fellows and mentors and was attended by meeting participants and local library leaders from Maryland and Virginia. Tania Bardyn, Kathryn Deiss, Marianne Burke, Megan von Isenburg, Betsy Humphreys, Carol Jenkins, and AAHSL President Paul Schoening made remarks.

The call for applications for the 2015–2016 class was widely disseminated, with an application deadline of July 20 (previously August 1). Beyond AAHSL, announcements were sent to major library associations and e-mail lists, groups and institutions reaching related or underrepresented audiences, and program alumni. From a group of 17 outstanding applicants, a competitive process resulted in the selection of the 14th class of fellows. The cohort size was decreased to five fellows. Directors were asked to indicate a preliminary interest in serving as mentor, and the committee invited directors if a suitable match was identified. Fellows were matched with mentors according to connections between fellow interests and mentor expertise and library characteristics. Two mentors are participating in the program for the first time, and three have served previously as mentors. The new fellows and their mentors are Rick L. Fought and mentor Andrea Twiss-Brooks, Stephanie Kerns and Julia Sollenberger, Stephen Kiyoi and Holly Shipp Buchanan, J. Dale Prince and Anthony Frisby, and Stephanie Schulte and Patricia Thibodeau.

The new class will attend the AAMC/AAHSL meetings in Baltimore and hold its Orientation with faculty and committee representatives on November 5. In preparation, members will complete leadership assessment instruments, and Kathryn Deiss will hold one-on-one debriefing telephone conversations with fellows to enhance use of the leadership reports as developmental opportunities to pursue during the program experience. The Orientation will include

introductions and group debriefing of the leadership instruments, along with facilitated discussions of program expectations, intentional leadership, mentoring relationships, environmental scanning, and taking advantage of the AAMC conference. In addition, a separate orientation meeting led by new mentors, and committee chairs (Eric Albright, Sandra Franklin, Tania Bardyn, Judy Cohn and Carol Jenkins) for the five new mentors is planned on November 7.

The program continued its goal of building connections among classes. Despite the rainy weather and change in location from the rooftop to a conference room, the annual reunion in Austin on May 16, 2015, at the Courtyard Austin Downtown/Convention Center was attended by 81 fellows, mentors, and guests, representing a 25% increase over the previous year. With the selection of the upcoming class, 72 fellows and 60 different mentors will have participated in the program. Over half of AAHSL institutions have had at least one mentor or fellow on staff or have hired a fellow.

The committee relies on RML libraries and Centers to provide technical support for Adobe Connect used for virtual sessions. Thanks to Nicole Dettmar of the Outreach Evaluation Research Center (OERC) in the Pacific Northwest Region of the NN/LM and Tony Nguyen of the Southeast Atlantic Region of the NN/LM, who assisted with the Leadership Fellows Program this year. The program will move to the WebEx platform, with continued support from the RML.

Scholarships

Committee working group: Gallagher (chair), Bardyn, Cohn, Franklin, Jenkins

Four AAHSL Leadership Scholarships in the amount of \$2,000 were awarded this past year. Three awardees received support to attend the 2015 Harvard Leadership Institute for Academic Librarians:

- Jonathan Koffel, University of Minnesota Bio-Medical Library
- Anneliese Taylor, University of California San Francisco Library and Center for Knowledge Management
- Annie Thompson, University of Southern California Wilson Dental Library and Learning Center

One scholarship was given to support attendance at the 2015 Women's Negotiation Academy at Pepperdine University's School of Law. The recipient of this award was Frances Chu, University of Washington Health Sciences Library.

These four recipients were selected as part of a competitive process that attracted 11 applications. This has been the highest number of applications received in a single year since the program started. Promotion of the AAHSL Leadership Scholarships was done via several announcements to both the AAHSL and MLA e-mail lists.

Reports from all scholarship awardees evaluating their training are posted at: https://aahsl.memberclicks.net/assets/2015/Scholarship/2015_aashl_report_from_leadership_scholars_continual.pdf. Since 2003, 63 scholarships have been awarded.

The subcommittee recognized that occasionally the deadline to apply for AAHSL Leadership Scholarships does not synchronize with the application deadlines of some of the leadership training programs and opportunities that applicants are interested in attending. To address this challenge, *Out-of-Cycle Applications* for AAHSL Leadership Scholarships are now accepted. In such instances, the applicant should immediately notify the AAHSL Office at office@aahsl.org of his/her intent to seek out-of-cycle consideration for a Leadership Scholarship by the selection committee.

This year, to ensure that there are funds available to award any successful out-of-cycle scholarships, only four scholarships in the amount of \$2,000 were awarded. Consequently, the subcommittee can award one \$2,000 scholarship should a successful out-of-cycle application be received.

The AAHSL Leadership Scholarship Subcommittee also revised the criteria used to rank applications and select awardees.

In the fall the FLC was asked by the Board to administer a scholarship award for data management on a onetime basis, using funds previously budgeted for this year's Matheson Lecturer, who was unable to accept them. The committee agreed to manage this award if it could be postponed to early in 2016, giving the Board the opportunity to announce it at the annual meeting.

Continuing Education Course

Committee working group: Heilemann, Tooley

M.J. Tooley and Heidi Heilemann continue to serve as the instructor team for MLA CE 202 "Do You Want to Be a Library Director: Knowledge, Skills and Career Paths." They plan to offer the course at MLA in 2016.

New Directors Symposium

Committee working group: Robinson (chair), Dexter, Rand, Bardyn, Cohn, Franklin, Jenkins

A subcommittee, chaired by Cynthia Robinson, has planned the next Symposium to be held in 2015–2016. New directors were surveyed in the fall of 2014 to gather input on length, programmatic needs, desired approach, and ability for host institution funding. The call for participation in the New Directors Symposium went out on June 20. Twenty-eight directors, the highest number in the program's history, have been admitted into the program. The Board approved additional funding towards NDS to cover higher than anticipated costs. The Symposium will begin in Baltimore following the AAHSL meeting, with a session led by consultant Maureen Sullivan, followed by two on-site sessions in Baltimore, and will conclude with another on-site session in Toronto just prior to the MLA meeting in 2016. In between there will be a series of Webinars. Program faculty include both library directors and external speakers. The topics covered will address aspects of leadership styles and skills, strategic and environmental issues affecting academic health sciences libraries, and will use online platforms

to build and support ongoing communication among attendees. Program content was developed based on issues raised by attendees in their applications.

Marketing

Committee working group: Berryman, Jenkins, Cohn, Bardyn, Franklin

The working group reviewed the AAHSL website and presented recommendations to the AAHSL Board designed to improve visibility and marketing of the various FLC programs. On June 10, the AAHSL website launched a new service, the Director Vacancies posting, and later added a new tab called Leadership Development that joins existing tabs on the AAHSL home page, under which all AAHSL leadership development programs (FLP) are identified and accessible.

Press releases about the Leadership Fellows Program are shared widely with library groups and institutions during recruitment and announcement of the cohort, and information about other committee activities is publicized.

Recruitment Guide

The AAHSL recruitment guide, *Recruiting and Selecting Academic Health Sciences Library Directors: A Guide* (http://www.aahsl.org/assets/2012/2012_aahsl_recruitguide.pdf), was revised in 2012. The committee will continue to revise and improve the guide and welcomes suggestions from members.

New Projects

During 2015 program director Carol Jenkins continued to represent AAHSL in a leadership development project called Nexus II, funded by IMLS. This project aims to develop and promote curricula for leadership training across library, archives and museum sectors (broadly, all cultural institutions), while also being adaptable to unique needs. A Roadmap has been created that outlines desirable leadership skills at various levels within organizations, institutions, and professions. RFPs have been issued to update inventories of existing curricula, develop new resources where needed, and evaluate them. With the need for new leaders increasing across all sectors, this may provide AAHSL an opportunity for cost sharing and collaboration.

Transitions

The committee thanks Judy Cohn, outgoing chair, and Barbara Epstein, AAHSL Board Liaison, for their excellent contributions. Debbie Rand and Cynthia Robinson agreed to extend their appointments for one more year to complete NDS. We welcome the following new members (terms 2016–2018): Eric Albright, chair-elect; Darlene Parker Kelly; Joanne Muellenbach.

AAHSL Future Leadership Committee 2014–2015

2015:

Judith Cohn, Immediate Past Chair

2016:

Debra Rand (extended to 2016)

Teresa Knott

Tania Bardyn, Chair

Cynthia Robinson (extended to 2016)

Nadine Dexter (extended to June 2016)

2017:

Donna Berryman

John Gallagher

Sandra Franklin, Chair Designate

Barbara Epstein, Board of Directors Liaison

Carol Jenkins, Program Director

Submitted on 10/15/2015