

NLM/AAHSL Leadership Fellows Program 2006-2007 Report

Highlights

At the fall AAHSL business meeting, Future Leadership Committee Co-Chair Carol Jenkins recognized the sixth class of the National Library of Medicine/Association of Academic Health Sciences Libraries Leadership Fellows Program. Their mentors introduced the incoming cohort of five fellows. As this class remained standing, Carol asked the fifth class of fellows and mentors to rise. Then all former fellows and mentors in the audience stood, followed by the home directors of current and former fellows. By that time, a large proportion of the attendees were on their feet. This visual brought home that one of the critical reasons for the success of the program is the **broad-based participation and support of so many AAHSL libraries** for putting so many fellows on a fast track to success. As the sixth year begins, 30 fellows and 26 mentors have participated or are currently participating (some directors are returning as mentors for an additional year).

Another indication of the success of the program is the **renewed commitment of NLM and AAHSL to provide financial support for a third cycle** of the program, agreeing to fund years seven through nine. The comprehensive evaluation study of the first three years of the program provided analysis of results as well as feedback for improvement. In July, AAHSL president Elaine Martin, Carol Jenkins, Judy Consales, and Carolyn Lipscomb met with Sheldon Kotzin, Becky Lyon, Barbara Rapp, and Angela Ruffin at NLM to discuss the evaluation study and future NLM support. The partnership with NLM—through funding, guidance, and involvement in program events—is a key ingredient in making the program work.

The end result of the program—to prepare persons to assume director positions—has begun to produce visible success. **Five former fellows have been appointed to director positions:** Judy Consales at UCLA, Linda Walton at Iowa, Jerry Perry at Colorado, Jett McCann at Georgetown, and Judy Burnham at South Alabama. Among the 15 fellows in the first three classes, 10 have received promotions to positions of higher responsibility (**Appendix A**).

The **retirement of current directors** points to the importance of identifying and encouraging prospective leaders. A survey of AAHSL directors in October showed that one-third plan to retire before 2011 and another third between 2012 and 2016. Respondents also provided information on staff members as potential directors, their needed skill and knowledge areas, and how the scope of responsibilities and title of director positions had changed. In October, at least 14 institutions were recruiting or anticipating recruiting for director positions and/or had directors with interim appointments.

The **virtual learning components for the 2006-2007 program were redesigned.** Monthly videoconference sessions offered new content and topics requested by previous

classes as well as improved cohort communication between in-person events. The sessions replaced the Association of Research Libraries Online Lyceum courses and are described in further detail below.

The program continues to work to recruit a **diverse applicant pool**. For two years, fellow applicants have been invited to provide information on their race or ethnicity in order to monitor the recruitment process. Of fellow applicants for the 2007-2008 class, 41% identified themselves as from minority groups; 32% did so in 2006-2007. Four of the ten fellows in these two cohorts are from under-represented groups: two Black or African American, one Asian, and one Latino. These individuals add to minority representation in earlier cohorts of Hispanic/Latino and Asian fellows. Up to this point, minority AAHSL directors had not met the requirement for mentors of five years of director experience.

During 2006-2007, AAHSL conducted an **NLM-funded evaluation study of the first three years of the program**, submitting the final report to NLM in April of this year. The goals of the study were to assess program effectiveness and impact on leadership development and future directors through the collection of qualitative data from key persons involved with the program and to provide recommendations for the future. Elaine Martin and Nancy LaPelle of the University of Massachusetts contracted to conduct the study. Focus groups and interviews involved all the mentors and almost all the fellows, in addition to home library directors of fellows and representatives of NLM and AAHSL.

Fellows pointed to enhanced leadership skills and credibility as a director candidate and gaining a cohort of peers who share career aspirations as **outcomes and benefits of the program**. Mentors not only contributed to the career development of fellows; they also felt personal and institutional benefit from participation, through the opportunity to reflect on their own leadership and to learn from their fellow and others in the program.

Interviewees identified important outcomes of the program in the development of the individual, contributions to the quality of leadership in the profession, and enhanced visibility of succession planning and leadership development for AAHSL. Recommendations were made in the areas of selection and matching, mentor preparation and guidance, communication with home supervisors, curriculum review, network of fellows and mentors and ongoing support of career development, and continuity of AAHSL leadership programs.

Wayne Peay, one of the founding members of the AAHSL Future Leadership Task Force (now Committee) and co-chair during 2003-2007, retired from the committee in November. He was instrumental in guiding the NLM/AAHSL Leadership Fellows Program and served as a mentor in the first class.

2006-2007 Class: Year in Review

The fifth class of fellows and mentors (**Appendix B**) participated in the program during the period from October 2006 through November 2007. Five **fellows were selected** from a large and competitive pool of 19 applicants, based on their interest in pursuing a directorship in academic health center libraries and their record of leadership initiative and potential. They were **paired with mentors** from a pool of 14 current directors who had volunteered, taking into consideration the fellows' expressed interests for the site visit and mentor relationship and the areas of expertise and library characteristics of the mentors.

The cohort of fellows and mentors met together with faculty and AAHSL Future Leadership Committee co-chairs and project manager at three points during the year: for a daylong Orientation in conjunction with the Association of American Medical Colleges Annual Meeting; a half-day Leadership Institute at the Medical Library Association Annual Meeting; and a three-day Capstone. AAHSL contracted with DeEtta Jones and Kathryn Deiss to lead the Orientation and Leadership Institute, and DeEtta provided facilitation for the Capstone. Fellows were also sponsored to attend the AAMC/AAHSL meetings following the Orientation. The fellows spent two weeks on site visits to their mentors' home libraries, in addition to ongoing communication with their mentors throughout the year. Videoconference sessions were held most months from January through September when events were not scheduled. The **schedule of program components** is listed in **Appendix C**.

Prior to the **Orientation**, fellows and mentors completed the Myers-Briggs Type Indicator Form M and FIRO-B instruments and received leadership reports to assist in developing individual learning goals. The Orientation (**Appendix D**) included introductions and debriefing of the leadership instruments, along with discussions of program expectations, intentional leadership, mentoring relationships, and environmental scanning. Fellows began the process of developing their learning plans in consultation with their mentors. Shelley Bader met with the group to increase their understanding of AAMC and to guide fellows in taking best advantage of the annual meeting. All the mentors were able to be present for the day as well as to meet individually with their fellows during the conference.

The **individual fellow and mentor learning plans (Appendix E)** [omitted from this version of report] are an important tool in shaping the year. In collaboration with their mentors, fellows describe three goals and outline their importance, necessary resources, and definition of success. The plans help determine the focus of the site visits and how other program components can further achievement of the goals, and it is expected that they can be modified during the course of the year. Fellows shared their plans with the cohort at the beginning of the year; at the conclusion of the program, fellows and mentors were asked to review the plans.

Monthly virtual courses and journal clubs—using Adobe Connect (formerly Breeze)—covered topics of budgeting and planning, fundraising, information technology,

power and influence, and the site visits. Mentors and co-chairs shared in developing content and facilitating discussions, along with Rick Forsman who taught the lead-off budgeting class. Fellows were asked to investigate and read in advance of the sessions, such as exploring fundraising activities on campus and preparing responses to questions about their site visits. The ARL course material on development and power and influence guided the sessions on those topics. Fellows also became familiar with the application of videoconferencing technology.

The **Leadership Institute (Appendix F)** emphasized **practical career guidance** drawn from mentor experience. Simulated director interviews paired fellows with mentors other than their own; fellows were given the opportunity to prepare for the interviews in advance, and mentors played the role of their medical school deans. The interviewers also provided feedback on fellow CVs. Former fellow Linda Walton added her perspective on seeking director positions including at the University of Iowa. The group also discussed work-life balance and the life of the director.

The **Capstone** event focused on introducing fellows to the role of organizations important to academic health centers, bringing in key players, and addressing external issues shaping libraries and their implications for directors. Speakers from NLM, AAHSL, AAMC, ARL, SPARC, Health and Medicine Counsel of Washington, CNI, IMLS, and NIH generously gave of their time to meet with the group and discuss organizational initiatives and issues. New topics included emergency preparedness and e-science, and other sessions were reconfigured. The format design to encourage active involvement of the fellows in the event included discussion time with the core group of fellows, mentors, and faculty to supplement the outside presentations. Mentors and the committee were assigned facilitator roles for each session, with responsibility for communicating with speakers in advance, setting up the session to prepare fellows, guiding the session, and leading a post-session discussion. The discussion periods also allowed time to reflect on the experiences of the year and gave program organizers a better sense of the participant evaluation and suggestions. A session on post-program transition was added to reflect on the impact on fellow career paths and the opportunity for new roles in current and future positions. The Capstone included social events with the chance to spend time informally as a group. Overall, the Capstone provided the opportunity for intensive discussion and for personal meetings with significant individuals.

The **reception and graduation ceremony** at the conclusion of the Capstone honored the fellows and mentors. AAHSL members, Capstone speakers, area library leaders, incoming fellows, and representatives from institutions of the graduating fellows were among the invitees. Fellows supplied names of institutional representatives and colleagues so that AAHSL could send invitations and note their completion of the program. Wayne Peay, DeEtta Jones, Betsy Humphreys, and Elaine Martin recognized their achievement on behalf of the sponsoring organizations, and Lisa Boyd and Susan Kroll represented the fellows and mentors in describing their experience. The agenda for the Capstone and graduation program is contained in **Appendix G**.

The site visits are the core individual activity. They provide the opportunity for fellows and mentors to spend extended time together and for fellows to experience another library environment with an emphasis on leadership at the director level. Each site visit is unique, depending on the possibilities at the institution and on the fellow's interests and learning goals. Fellows typically meet a range of library staff, institutional administrators, regional librarians, and others, and they are exposed to issues, projects, and the leadership style of their mentor in his or her organization. Several of the fellows were able to visit other institutions in the area. Many gave presentations and experienced simulated interviews. They expand their professional networks, while the library can benefit from the perspective of the fellows. Fellows write reports of their site visits to share with the other fellows and mentors via the listserv.

The mentors continue to be the mainstay of the program. In addition to their contributions to their fellows during the site visit and the ongoing relationship, they are a part of the cohort. Their full participation in program components makes it possible for fellows to be exposed to additional leadership styles and areas of expertise. They played an increased role in developing content and facilitating the videoconference sessions this year, as well as facilitating Capstone sessions. Mentors expressed that they benefit from the program as well and appreciate the opportunity to reflect and to learn from the cohort. The committee co-chairs also participated in many of the program components, supplying additional perspective as directors or former mentors. The program provided consultation and support on mentoring strategies as needed.

The **summary evaluations from fellows and mentors** are attached as **Appendices H and I** [omitted from this version of report]. Overall, they speak highly of their experience and the perceived value of the program. The Future Leadership Committee will be considering changes and refinements based on the annual evaluation as well as continuing to incorporate modifications indicated by the evaluation study.

All Classes

The program continued its effort to build connections among program classes. The **annual reunion of all former and current fellows and mentors** occurred at the MLA Annual Meeting, with over 30 in attendance. The reunion is part of the initiative to develop a long-term community across class lines among the participants in the program. Individual mentors and fellows and cohorts also report staying in touch with one another and offering career advice.

The mentors from all the classes met together during the AAMC Annual Meeting for the **annual "mentor the mentors" session for the new mentors** of the fifth class. They shared experiences on what worked well and what didn't. Topics of discussion included the role of the mentor, learning plans, site visits, communication with the fellow, contribution to the cohort, individual circumstances vs. program expectations, and impact on mentors. This event also contributed to fostering links among cohorts.

Goals

For the upcoming year, we aim to maintain the strength of participant pools and the overall program quality; we continue to strive for diversity among participants; we are continuing research in workforce trends to determine both the numbers of persons and types of skills that will be sought in the future; and we support complementary programs such as training for middle managers and a symposium for new directors.

AAHSL expresses its gratitude and appreciation for the ongoing collaboration with NLM in making this program possible.

Submitted by:

Judy Consales
Carol G. Jenkins
Co-Chairs, AAHSL Future Leadership Committee

Carolyn E. Lipscomb
Project Manager, AAHSL Future Leadership Committee

12/30/07

Appendix A

Promotions of Fellows in NLM/AAHSL Leadership Fellows Program First Three Classes

Judy Consales (2002-2003 class)

Associate University Librarian for Sciences and
Director, Louise M. Darling Biomedical Library
University of California, Los Angeles

(earlier promotions: Director; Associate University Librarian for Life and Health
Sciences)

Mentor: Carol G. Jenkins

Linda J. Walton (2002-2003 class)

Associate University Librarian and
Director, Hardin Library for the Health Sciences
University of Iowa

Mentor: Wayne J. Peay

Gerald (Jerry) J. Perry (2002-2003 class)

Director
Health Sciences Library
University of Colorado Denver
(earlier promotions: Deputy Director; Interim Director)

Mentor: Nancy K. Roderer

Judy Burnham (2004-2005 class)

Director
Biomedical Library
University of South Alabama
(earlier promotions: Associate Director; Interim Director)

Mentor: Brett Kirkpatrick

Jett McCann (2004-2005 class)

Director, Dahlgren Memorial Library
Associate Dean for Knowledge Management
Georgetown University Medical Center

Mentor: Patricia Thibodeau

Beth Layton (2004-2005 class)

Interim Director
Health Science Center Libraries
University of Florida

Mentor: William Garrity

Nancy J. Allee (2003-2004 class)
Deputy Director, Health Sciences Libraries
University of Michigan
Mentor: T. Scott Plutchak

Brian P. Bunnett (2003-2004 class)
Deputy Director of Libraries
University of Texas Southwestern Medical Center at Dallas
Mentor: Lynn Kasner Morgan

Gabriel (Gabe) R. Rios (2003-2004 class)
Deputy Director
Lister Hill Library of the Health Sciences
University of Alabama at Birmingham
(earlier promotion: Associate Director of Public Services, Briscoe Library, University of Texas Health Science Center at San Antonio)
Mentor: Karen A. Butter

Patricia (Pat) C. Higginbottom (2002-2003 class)
Associate Director for Public Services
Lister Hill Library of the Health Sciences
University of Alabama at Birmingham
Mentor: Judith Messerle

Appendix B

2006-2007 NLM/AAHSL Leadership Fellows Program

Lisa M. Boyd

Consumer Health Librarian
National Network of Libraries of Medicine (NN/LM)
National Network Office, National Library of Medicine

Mentor: Susan Kroll

Associate Vice President for Health Sciences Knowledge Management
Director, John A. Prior Health Sciences Library
Ohio State University

Javier Crespo

Associate Director, NN/LM—New England Region
Lamar Soutter Library, University of Massachusetts Medical School

Mentor: Linda Watson

Director of Health Sciences Libraries
University of Minnesota—Twin Cities

Nadine Dexter

Head of Public Services, Maguire Medical Library
Florida State University, College of Medicine

Mentor: Holly Shipp Buchanan

Associate Vice President for Knowledge Management and Information
Technology
Director, Health Sciences Library and Informatics Center
University of New Mexico

Anne K. Seymour

Interim Director, Health Sciences Library
University of Pennsylvania

Mentor: Elizabeth K. Eaton

Executive Director
Houston Academy of Medicine—Texas Medical Center Library

Christopher J. Shaffer

Assistant Director for Technology and Outreach
Hardin Library for the Health Sciences, University of Iowa

Mentor: Paul Schoening

Associate Dean for Academic Information Management
Director, Becker Medical Library
Washington University School of Medicine

Appendix C

2006-2007 NLM/AAHSL Leadership Fellows Program Schedule

October 27, 2006	Orientation, Seattle, WA
October 29	Mentor the Mentors discussion, Seattle, WA
October 27-November 1	AAMC Annual Meeting, Seattle, WA
Week of January 8, 2007	Crespo site visit to Univ of MN
January 17	Curriculum technology orientation University of Utah
Week of January 22	Seymour site visit to HAM-TMC
Week of February 5	Shaffer site visit to Washington Univ
February 21	Budgeting and planning Rick Forsman
Week of March 12 (beginning March 9)	Boyd site visit to OSU
Week of March 19	Dexter site visit to Univ of NM
March 21	Follow up and discussion of budgeting Paul Schoening
April 18	Fundraising Carol Jenkins and Elizabeth Eaton
Week of April 23	Seymour site visit to HAM-TMC
May 18 May 23	Leadership Fellows Program Reunion, Philadelphia Leadership Institute, Philadelphia including "Lifestyles of the Rich and Famous" Susan Kroll and Lisa Boyd
Week of June 18	Dexter site visit to Univ of NM
June 20	Information Technology Wayne Peay and Carol Jenkins
Week of July 9	Boyd site visit to OSU Crespo site visit to Univ of NM Shaffer site visit to Washington Univ

July 30	AAHSL/NLM meeting, Bethesda, MD
August 15	Power and Influence Holly Buchanan
September 19	Site visits Linda Watson
October 30-November 1 November 1	Capstone, Washington, DC Reception and Graduation Ceremony, Washington, DC

Appendix D

NLM/AAHSL Leadership Fellows Program

Sheraton Seattle, Admiral Room
Seattle, WA

Friday, October 27, 2006
8:00 am- 4:30 pm

Orientation Agenda

- Pre-reading: Vest, Charles M., "Open Content and the Emerging Meta-University"
- 8:00 am Continental Breakfast
Program Overview and Introductions
- 8:30-9:30 am Facilitated discussion
- How do we want to shape this program experience to meet our unique individual and group needs?
 - How will we contribute to the learning?
- 9:30-11:30 am Intentional Leadership
Debrief leadership instrument
- 11:30-12:30 pm Lunch
- 12:30-2:00 pm Getting the Most from Your Mentoring Relationship
- Learning Plan
 - One-on-one time with mentors
- 2:00-4:00 pm Environmental Scan
- 4:00-4:30 pm Wrap-Up and Adjournment

Appendix F

NLM/AAHSL Leadership Fellows Program Leadership Institute

PHILADELPHIA MARRIOTT DOWNTOWN
ROOM 404
Philadelphia, PA

Wednesday, May 23, 2007
1:00 – 5:00 pm

Agenda

- Pre-reading: Reading and podcast on work/balance
- Pre-work: Fellow sends current CV to interviewer in advance.
Interviewer provides position description in advance.
Fellow researches position and institution.
- 1:00 pm Lunch and Reconnect
- 1:45 pm Director Interviews Exercise
- Each Pair: 30-minute interview
10-minute feedback session
- 2:30 pm Open forum: On Interviewing for a Directorship
Guest: Linda Walton
- 3:15 pm Break
- 3:30 pm Lifestyles of the Rich and Famous: Guided Discussion
- Work/Life Balance—strategies from mentor directors
 - Social Aspects—donor dinners, basketball games, receptions, etc.
 - Culture, priorities
 - How to refresh
- 4:30 pm Wrap-up and Evaluation
- 5:00 pm Adjournment

Appendix G

NLM/AAHSL Leadership Fellows Program

CAPSTONE AGENDA

October 30 - November 1, 2007
Washington, DC

Goal of Capstone: Introduce participants to roles of organizations important to academic health centers, meet key players, and address external issues shaping libraries and their implications for directors.

Tuesday, October 30

ARL, 21 Dupont Circle, NW, Suite 800

*Goal of Day 1: Discuss issues of current priority to various organizations and how academic health sciences libraries can benefit and collaborate, including:
How groups influence legislative issues from complementary perspectives;
Structure of AAMC and points of interaction and influence for libraries;
Networked information issues;
Selected opportunities for funding.*

8:30 – 9:30 am	Continental breakfast Welcome and Capstone overview Setup for day's sessions	DeEtta Jones Facilitators
9:30 – 11:30 am	Panel: Information policy and funding	Dale Dirks President, Health and Medicine Counsel of Washington Prudence Adler Associate Executive Director, Federal Relations and Information Policy, ARL Jerry Sheehan Assistant Director for Policy Development, NLM Carol Jenkins Facilitator

11:30 am – 1:30 pm	Lunch Association of American Medical Colleges	Carol Aschenbrener Executive Vice President AAMC
		Tony Mazzaschi Senior Associate Vice President for Biomedical Health Sciences Research AAMC
		Morgan Passiment Director, Information Resources Outreach and Liaison, Division of Medical School Affairs AAMC
1:30 – 1:45 pm	Group debrief/highlights of session	
2:00 – 2:45 pm	Coalition for Networked Information <i>Repositories</i> <i>E-science issues</i> <i>Renovation of library spaces</i>	Joan K. Lippincott Associate Executive Director
		Wayne Peay Facilitator
2:45 – 3:00 pm	Break	
3:00 – 5:00 pm	Panel: Federal funding for libraries and bioinformatics	
	Institute of Museum and Library Services	Mary Chute Deputy Director for Libraries
	NLM Extramural Programs	Valerie Florance Deputy Director Extramural Programs
		Carolyn Lipscomb Facilitator

(continued on next page)

5:00 – 5:30 pm

Group debrief/highlights of day

DeEtta Jones
Facilitators

6:30 pm –

Group dinner

Hotel Tabard Inn
1739 N St NW
Room 26

Wednesday, October 31

NLM, Bethesda, MD (Medical Center stop, Red Line, Metro), Board of Regents Room

Goal of Day 2: Discuss issues and initiatives of current priority to NLM through meeting with leaders of key offices.

8:30 – 9:30 am	Arrival Setup for day	DeEtta Jones Facilitators
9:30 – 11:30 am	Welcome	Becky Lyon Deputy Associate Director Library Operations
	Panel: Library Operations <i>Digital preservation & access</i> <i>Long-range plan</i> <i>International issues</i> <i>RML funding</i>	Becky Lyon Elizabeth Fee Chief, History of Medicine Division Martha Fishel Chief, Public Services Division David Gillikin Chief, Bibliographic Services Division Lisa Lang Head, National Information Center for Health Services Research and Health Care Technology Dianne McCutcheon Chief, Technical Services Division Angela Ruffin Head, National Network Office Holly Buchanan Facilitator
11:30 am – 12:30 pm	Lunch (on own in cafeteria)	

12:45 – 1:30 pm	NCBI <i>Research initiatives</i> <i>Public access issues</i>	David Lipman Director, National Center for Biotechnology Information
1:30 – 2:15 pm	Lister Hill Center <i>Research initiatives</i> <i>Telemedicine-advanced networking</i> <i>Visible Human Project</i>	Michael Ackerman Director, Office of High Performance Computing and Communications Lister Hill National Center for Biomedical Communications Paul Schoening Facilitator (12:45–2:15 sessions)
2:15 – 2:30 pm	Break	
2:30 – 3:30 pm	Emergency preparedness	Steven Phillips Associate Director for Specialized Information Services Becky Lyon Angela Ruffin Susan Kroll Facilitator
3:30 – 4:00 pm	Overview of NLM policy and planning priorities	Betsy Humphreys Deputy Director
4:00 – 5:00 pm	Continuation of conversation	Betsy Humphreys Donald Lindberg Director
TBA		Lipscomb apartment

Thursday, November 1

ARL, 21 Dupont Circle, NW, Suite 800

Goal of Day 3: Discuss information issues and programs and implications for academic health sciences libraries, including:

Developments in how advocacy organizations are addressing scholarly communication;

Examples of innovative programs at NIH library;

E-science initiatives in ARL libraries;

Impact of AAHSL.

Review year and transitions.

8:30 – 9:00 am	Continental breakfast Group debrief/highlights of NLM sessions	DeEtta Jones Facilitators
9:00 – 9:30 am	Setup for day's sessions Mini-break	Facilitators
9:30 – 11:30 am	Panel: Scholarly communications	Karla Hahn Director, Office of Scholarly Communications, ARL Heather Joseph Director, SPARC Elizabeth Eaton Facilitator
11:30 am – 1:00 pm	Lunch and discussion <i>Informationist program</i> <i>Evidence-based practice</i>	Suzanne Grefsheim Director, Research Library National Institutes of Health
1:00 – 2:00 pm	E-science and libraries	Neil Rambo Visiting Program Officer, Association of Research Libraries/ Director of Cyberinfrastructure Initiatives and Special Assistant to Dean of University Libraries for Biosciences and e- Science, University of Washington

(continued on next page)

		Linda Watson Facilitator (11:30-2:00 sessions)
2:00 – 2:45 pm	Issues for members and role of AAHSL	Elaine Martin President, AAHSL
2:45 – 3:00 pm	Break	
3:00 – 3:30 pm	Group debrief/highlights of day’s sessions	DeEtta Jones Facilitators
3:30 – 5:00 pm	Open Forum: Post-program transition	DeEtta Jones Fellows
	Evaluation of year Wrap-up	DeEtta Jones
6:30 – 8:00 pm	Reception and graduation ceremony <i>Jurys Washington Hotel</i> <i>Room Burlington A</i> <i>1500 New Hampshire Ave. NW</i>	Wayne Peay DeEtta Jones Lisa Boyd Susan Kroll Elaine Martin Betsy Humphreys

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**NLM/AAHSL Leadership Fellows Program
2006-2007**

Reception and Graduation Ceremony

**Jurys Washington Hotel
Room Burlington A
1500 New Hampshire Ave. NW**

**Thursday, November 1, 2007
6:30 – 8:00 pm**

PROGRAM

Welcome and Program Background

Wayne Peay
Outgoing Co-Chair,
AAHSL Future
Leadership Committee

Overview of Program and Year

DeEtta Jones
Consultant

What It's Meant to Be a Fellow

Lisa Boyd
Consumer Health Librarian
National Network of Libraries of
Medicine, National Network Office
National Library of Medicine

What It's Meant to Be a Mentor

Susan Kroll
Associate Vice President for Health
Sciences Knowledge Management
Director,
Prior Health Sciences Library
Ohio State University

**Recognition of Fellows and Mentors
Presentation of Certificates**

Elaine Martin
President, Association of
Academic Health Sciences
Libraries

Betsy Humphreys
Deputy Director
National Library of Medicine

Reception