

## **NLM/AAHSL Leadership Fellows Program, 2019-2020 PROGRESS REPORT**

This report describes progress and accomplishments of the Leadership Fellows Program (LFP) from December 2019 to the present. The program is in its eighteenth year and while it continues to be successful it has faced some challenges this spring due to the COVID-19 pandemic. However, based on the career progress of participants and their positive evaluations of the curriculum, the program continues to deliver relevant and high-quality leadership content.

AAHSL is grateful for the overall support from NLM and from the NNLM SE/A Region for its support of our virtual curriculum. Both have been essential to our continued success.

### **Challenges due to COVID-19 Pandemic**

As the COVID-19 pandemic closed libraries, universities and businesses, as well as restricting travel, it also had a direct impact on the LFP. The program director worked closely with the fellows, mentors, faculty and AAHSL Office to determine the response to these restrictions. While everyone safely sheltered at home, it was necessary to cancel the Leadership Institute scheduled for April 1 through 4, 2020, in Chicago. It has been rescheduled for September in conjunction with the Capstone event. While the Institute cancellation was disappointing, the program used a virtual session in April to explore the leader's role during a crisis and scheduled an additional online session in May since the MLA conference would not be held. The LFP will work with the class in exploring their experiences and the role of the leader during a crisis, as well as discussing the challenges of recovery. While our hopes are to finish the program in September in DC, given the level uncertainty of the containment of and recovery from COVID-19 alternate plans will be developed if travel is not possible and virtual content must be implemented.

Another major decision was made about the 2020/2021 LFP class – the program will be placed on hiatus for one year. As the Future Leadership Committee (FLC) discussed the immediate and long-term impact and recovery from the pandemic, a decision was made to recommend to the AAHSL Board that the program be placed on a one-year hiatus. The decision was based on the likelihood that qualified candidates would not have the bandwidth and institutional support to consider applying to the program as well as the long-term financial pressures on their libraries and institutions. Health sciences libraries are bracing for budget reductions, travel restrictions, and possible down-sizing of staff. The recovery is likely to be long one. The AAHSL Board approved the hiatus and the LFP has worked with NLM on what this means for the coming year. The FLC plans to focus on diversity recruitment and faculty succession planning as well as possible curricular changes, along with other related leadership activities.

The program will resume recruiting a new cohort -- the 2021/2022 class -- in spring 2021 with the orientation session in fall 2021.

### **Evidence of Program Success - Participants**

The Leadership Fellows Program continues to produce graduates who pursue academic health sciences library leadership roles. Through the 2019-2020 class, 47 graduates or 51% have received library director appointments. In addition, many more fellows have been promoted to higher levels of responsibility after participating in the program. As director positions become vacant, recruiters continue to seek program graduates as candidates.

Fellows continue to add to their leadership portfolios in other ways, including elected and appointed offices, research and publications, and receiving national awards. An annual review of Fellows' promotions to director and other leadership roles will appear in the fall NLM report.

Including the current 2019-2020 class, 92 fellows and 73 different mentors have taken part in the program. Over half of AAHSL libraries have participated in one or more roles. (See Appendix A for a list of current participants). This year we have five new mentors (Rose Bland, Rick Fought, Kelly Gonzalez, Debra Rand, Anne Seymour). All five were prior fellows, bringing the total of fellows who became mentors to twelve (12).

The program is committed to recruiting fellows from under-represented minorities. Announcements about the program are sent out to various library groups that represent diverse ethnic and racial groups. Beginning in 2006/2007, the program started voluntary self-identification of ethnic or racial status as part of the fellows' applications. Over the past fourteen years 22% of the fellow applicants have indicated a minority status, with 25% of the selected fellows representing minorities. Unfortunately, no one in the 2019/2020 applicant pool self-identified as being in an ethnic or racial group; all the selected fellows identified as Caucasian/white.

The Future Leadership Committee immediately began discussing additional recruitment strategies for potential applicants with more diverse backgrounds. The Committee has talked to National Library of Medicine staff and the AAHSL Diversity, Equity and Inclusion Committee about methods for reaching minority candidates and has identified other email lists, social media groups, and new tactics for directly reaching out to candidates. The application information was also extensively revised to capture the programs commitment to diversity and reflect its goal of creating an environment of inclusion and belonging for the fellows. The Committee has a Working Group on Increasing the Diversity of the Applicant Pool and they will assist in the identification of additional strategies and outreach to more diverse applicants in 2021.

### **Evidence of Program Success -- Curriculum**

The Program evaluates each component both during the year and after each class graduates and continues to refine specific program elements based on participants' comments. The results of each evaluation are reviewed by the Program Director and faculty as well as the Future Leadership Committee leaders. The 2019 year-end evaluation supported the value and success of the curricular changes (3-day institute, one-week site visit and 2-day capstone) implemented in 2018/2019 as well as the overall relevance of the topics covered in the program. The most recent comprehensive evaluation of the Fellows Program was conducted for AAHSL by Nancy

LaPelle, PhD, in 2013 and has been previously reported as confirming a high level of Fellows' satisfaction with the Leadership Fellows Program's goals, design and implementation.

The LFP continues to use products developed by the IMLS funded Nexus LAB, a collaborative training project that focused on leadership competencies for museums and libraries, inviting leadership programs, such as the LFP, to share experiences and resources. While the funded project ended in September 2017, the materials developed through the IMLS funding are now publicly available. The LFP continues to use the [Nexus II](#) leadership development roadmap entitled "Layers of Leadership" and its related question bank for pre and post program self-assessments.

Fellows in the 2017/2018 and 2018/2019 cohort completed a short version of the pre-test, focusing on the higher levels (4 and 5) of the Layers of Leadership. The post-test at the end of both years revealed an increased perception of confidence across all the leadership competencies and skills. The current cohort (2019/2020) was given a pre-test and the results were reviewed to determine potential areas of growth. The group will also have a post-test to determine if their confidence in their skills increased over the program year.

### **Evidence of Ongoing Need**

Over the past 6 months there have been 23 director vacancies and 14 positions still remain open as of the writing of this report. While no new medical schools are being reviewed for accreditation, vacancies due to retirements will continue into the foreseeable future. Results of a recent (2018) AAHSL Director Workforce Trends survey indicated additional positions would be vacant due to retirements within the next 3 years, with about 70 retirements over the next 15 years. The directors participating in the survey indicated that there are current staff who are interested in and have the potential to become directors, but those staff are in lower level positions (associate directors and department heads) and need more management and leadership training. In addition, it was reported that many upper level administrative staff (e.g., associate and deputy directors) would also be retiring over the next 10 years. Due to retirements there will be an ongoing need to recruit and train excellent library directors who are equipped to provide information leadership at their institutions.

The FLC and AAHSL Board also continue to consider ways to support new directors. In November 2019, the Board provided new directors with more in-depth information about AAHSL and how to become involved in the network of health sciences libraries. At the AAHSL meeting, new and extant directors were able to learn more about committees and their work. In 2020 the Board and FLC will be considering other activities for integrating and supporting new directors.

### **Program Management**

Other elements of the AAHSL Leadership Program contribute indirectly to the success of the Fellows Program. AAHSL has announced current director vacancies on its web site since 2015. The AAHSL Website continues to showcase the various Leadership Programs and is updated

regularly. AAHSL's guide "Recruiting and Selecting Academic Health Sciences Library Directors" (2017 edition) is available to prospective candidates, recruiters, and search committees, and an extensive revision and reformatting is underway for 2020.

The information and application for the Fellows Program were extensively revised to focus on inclusivity and the program's commitment to diversity. Those revisions will be used when the program ends its one-year hiatus and begins recruitment in 2021 for the 2021/2022 class.

Patricia Thibodeau, retired director of the Duke University Medical Center Library and Archives, started as Program Director in fall 2017 and continues to plan, implement, and coordinate the program with faculty and FLC leaders

### **Curriculum (see Appendix B)**

Kathryn Deiss continues as primary program faculty for this program. She provides support and content for several components of the curriculum: personal leadership assessment; the initial Orientation at the AAHSL/AAMC meeting; the mid-year Leadership Institute; selected virtual sessions; and the Capstone program. In addition, she provides individual consultations as desired, and participates in some elements of the virtual program.

The 2019/2020 program had planned to continue the curricular changes from the prior year since they were so well rated: a more immersive and multi-day Leadership Institute; a two-day capstone; and a one-week site visit. However, the COVID-19 pandemic forced the cancellation of the multi-day Institute in April. The Institute will now be combined with the Capstone, creating a four-day experience that intertwines leadership content from the Institute with selected Capstone speakers.

The following elements of the curriculum have been completed so far by the 2019-2020 class.

- **Leadership assessment and orientation at AAMC:** The orientation was conducted on November 7, 2019, in Phoenix, AZ, in conjunction with the AAHSL and AAMC annual meetings. Before the orientation fellows completed leadership assessments (Myers-Briggs Type Indicator Form M and FIRO-B) and Kathryn Deiss had a conference call with each fellow to discuss the results of the assessments. Mentors were offered the same opportunity to complete the assessments and discuss the results. These discussions help the fellows identify areas for possible leadership development and they are encouraged to use the profiles in setting goals as they work on learning plans for the year. Deiss also covered the fundamental skill sets for effective leaders (self-awareness, learning agility, communication, and influence) that are the foundational themes for the current curriculum. The orientation also presented the Nexus Layers of Leadership. The fellows had previously completed a self-assessment of their leadership competencies using levels 4 and 5 of the Nexus Layers of Leadership. Those results were reviewed by faculty to identify any areas that need to be emphasized during the year. The pre-test also provided fellows with a chance to assess their current competencies and possible areas of growth.

Fellows were asked to link their learning goals to the Layers of Leadership levels and competencies.

The group participated in an exercise on boundary spanning leadership, which will be another theme throughout the year. The last session included a discussion of how to get the most from a mentoring relationship. Time was built into the day for mentors and fellows to have one-on-one conversation and to begin to plan their work together. The AAHSL Board of Directors joined the class for lunch and the chair of the Future Leadership Committee was present throughout the day.

- **Mentors orientation:** New mentors met together with committee leadership, the program director, and faculty member Kathryn Deiss on November 6, 2019 in Phoenix. Because two mentors had a conflict that day, a special conference call was held for them prior to the regular mentor orientation. Both orientation sessions covered learning goals, site visits, communications with fellows, the relationship with the cohort, the program's support for and impact on mentors, possible impact on other library staff, and the role of mentors in supporting program graduates. Additional issues were raised and discussed by the mentors. A group dinner was held that night and the mentors were asked to facilitate introductions among the group.
- **Virtual Learning Community:** The group has met monthly since January for webinars. Mentor/fellow pairs have taken turns facilitating the presentations and leading the discussions. The sessions encourage fellows to think strategically and to analyze themselves and their organizations. The selected topics continue to emphasize the importance of strategic thinking and decision-making. To date, topics have included: versatile leadership (Kathryn Deiss); strategic team building (Gail Kouame and Rick Fought); and strategic resource allocation (Marisa Conte and Kelly Gonzalez). Because of the leadership challenges facing health sciences library directors during COVID-19, the topic of "leadership in a crisis" (Anne Seymour and Kathryn Deiss) was selected for the April virtual session. These future topics have been scheduled: leading with innovation and creativity (Emily Glenn and Anne Seymour); development work (Emily Hurst and Rose Bland); and navigating the organizational structure (Erika Sevetson and Debra Rand). Since the MLA meeting was postponed we have scheduled an additional session in May and will further explore the role of the leader during a crisis. As in prior years, the fellows take an active role in developing the content, assigning readings or homework before the session, and facilitating the presentation and discussion. Mentors have been active participants in the presentations and discussions. We are grateful to NLM for providing us with access to the WebEx platform through the University of Maryland Health Sciences and Human Services Library RML office, as well as for the expert technical support provided by their staff.

The program has continued to use a project management platform, Basecamp, which has facilitated depositing readings and other relevant documents along with related discussion, in one easily accessible place. Recordings of the virtual sessions are also made available to participants through Basecamp.

- **Mentor Relationships and Site Visits:** Fellows and mentors talk on a regular basis, choosing topics based on learning plans or situations within their own libraries and institutions. As of April, all five fellows completed their site visit to their mentors' institutions. The site visits itineraries reflected that learning goals and interests of the fellows. Mentors set up schedules that allowed the fellows to: meet a wide range of library staff, university officials and faculty; participate in and observe library and university meetings and decision making; visit other libraries; attend various events; and gain a sense of their mentors' leadership style. They have also shared their own perspectives and stories with library staff. One fellow experienced how a major academic medical center and its library quickly responded to the COVID-19 pandemic, preparing for restrictions and possible stay-at-home orders.
- **Leadership Institute (Appendix C):** The Institute had been scheduled for April 1 through 4 in Chicago before the COVID-19 pandemic occurred. The original agenda developed by Kathryn Deiss and Pat Thibodeau is included in Appendix C. However due to travel restrictions and health concerns, the Institute in April was cancelled. The Institute was rescheduled for September when the LFP would be in Washington DC for the Capstone event. The time in DC was extended and the content of the two curricular activities will be integrated into a four-day program.

The following remaining component is planned for the 2019/2020 class:

- **Capstone:** The Capstone originally schedule for September 8 and 9 in Washington, DC, has been expanded to include content from the cancelled Leadership Institute. The dates for this dual event will be September 8 through September 11, with a group dinner on September 8 and a "graduation" celebration on Sept. 9. The first full day will be at NLM with presentations on the second day at both ARL and the Wink Hotel, followed by two full days of content and presentations, also at the Wink hotel. Leadership content from the Institute and traditional Capstone presentations will be interwoven over the four days. These leadership topics will include: communication; power and influence; organizational culture and climate; diversity, equity and inclusion; leading change; boundary spanning; strategic thinking; and preparation for seeking a leadership position. Mentors will participate in the Institute/Capstone by providing case studies and leading discussions of situations based on their own libraries. The mock interview exercise will be held as well with a session for feedback about the fellow's interview skills and a discussion about seeking and negotiating a director's position. Time will also be provided for the group to reconnect and share experiences, as well as reflect on leadership topics.

### **Recruitment of 2020/2021 Class**

Due to the immediate and long-term impact of and recovery from the COVID-19 pandemic the LFP will be placed on hiatus for one-year and the 2020/2021 class will not be recruited.

The application brochure had been extensively edited and reformatted to address diversity and inclusivity issues and reach a more diverse group of applicants. These revisions will be used for the 2021/2022 class.

### **Recruitment of 2021/2022 Class (Appendix D and E)**

The preliminary announcement of recruitment for the next class of Fellows will be sent out in May 2021. A revised brochure and application will be posted to the AAHSL Website in early May. The deadline for applying will be in mid to late June 2021. The Future Leadership Committee plans to hold another informational session for potential fellows at MLA in 2021; 21 librarians attended this session in 2019. The session will provide an overview of the program and answer any questions about the application process. The Committee is also considering adding an online information session about the program as well. The application will continue to ask applicants for a "statement of interest" addressing their leadership experience, administrative career path, and perception of the role of the director, as well as their interest in becoming an academic health sciences library director. Mentors will provide a statement about the opportunities and experiences they can offer to fellows. Both approaches will ensure there is a good match with fellows' interests and needs. The Committee also plans to implement new strategies for reaching librarians with diverse backgrounds and experiences.

The AAHSL Board and Future Leadership Committee did reaffirm the selection criteria for the program with the goal of preparing emerging leaders who will be ready to assume director positions within 3 to 5 years.

We anticipate selecting five new fellows, based on available funding, for the 2021/2022 class. We are grateful that NLM funds will continue to be available to support the Program.

### **Submitted by:**

Janice Jaguszewski, Chair  
Terrie Wheeler, Chair Designate  
Heidi Heilemann, Immediate Past Chair  
Patricia Thibodeau, Program Director

May 2020

### **Appendices:**

- A: 2019-2020 NLM/AAHSL Leadership Fellows Program Participants
- B: NLM/AAHSL Leadership Fellows Program 2019-2020 Curriculum Calendar
- C. NLM/AAHSL Leadership Fellows Program 2019-2020 Institute Agenda (cancelled event)
- D: NLM/AAHSL Leadership Fellows Program Promotion and Selection Procedures, 2021-2022
- E: NLM/AAHSL Leadership Fellows Program Description of Program Components, 2021-2022
- F. NLM/AAHSL Leadership Fellows Program Brochure and Application, DRAFT 2021-2022

cc:

NLM – Dianne Babski  
AAHSL – Louise Miller, AAHSL Office  
AAHSL – Janice Jaguszewski, Future Leadership Committee Chair; Sandra Franklin, AAHSL  
Kelly Gonzalez, AAHSL Board liaison

## **APPENDIX A**

### **NLM/AAHSL Leadership Fellows Program**

#### **Fellows / Mentors Roster 2019/2020**

Marisa L. Conte, MLIS, AHIP, Assistant Director, Research and Informatics, Taubman Health Sciences Library, University of Michigan, Ann Arbor, MI.

Mentor: Kelly R. Gonzalez, MSIS, MBA, Assistant Vice President for Library Services, Health Sciences Digital Library and Learning Center, UT Southwestern Medical Center, Dallas, TX.

Emily Jill Glenn, MSLS, Associate Director, Education & Research Services, McGoogan Library of Medicine, University of Nebraska Medical Center, Omaha, NE.

Mentor: Anne K. Seymour, MSIS, Director, Welch Medical Library, Johns Hopkins University & Medicine, Baltimore, MD.

Emily J. Hurst, MSLS, AHIP, Deputy Director and Head of Research and Education, VCU Libraries, Tompkins-McCaw Library for the Health Sciences, Virginia Commonwealth University, Richmond, VA.

Mentor: Rose L. Bland, MA, MPA, AHIP, Director, Shimberg Health Sciences Library, University of South Florida, Tampa, FL.

Gail M. Kouame, MLIS, Assistant Director for Research & Education Services, Robert B. Greenblatt, MD Library, Augusta University, Augusta, GA.

Mentor: Rick L. Fought, EdD, MLIS, AHIP, Associate Professor and Director, Health Sciences Library, University Of Tennessee Health Science Center, Memphis, TN

Erika L. Sevetson, MS, Director of Academic Engagement for Health, Biomedical and Physical Sciences, Brown University Library, Providence, RI.

Mentor: Debra Rand, MS, AHIP, Associate Dean for Library Services, Donald and Barbara Zucker School of Medicine at Hofstra/Northwell and Corporate Director of Libraries for Northwell Health, Hempstead, NY.

## APPENDIX B

### NLM/AAHSL Leadership Fellows Program 2019-2020 Curriculum Calendar

November 6, 2019	Mentor orientation, Phoenix AZ, 4 – 5:30 p.m. Kimpton Hotel Phoenix, Rangoli Boardroom Mentor/fellow dinner 6:30/7 Location TBD
November 7, 2019	LFP Orientation, Phoenix, AZ -- Kathryn Deiss Kimpton Hotel Phoenix, Calavera Junior Boardroom
November 8, 2019	AAHSL Annual meeting and Educational Program Dreamcatcher Ballroom Evening reception Phoenix, AZ, Biomedical Campus
November 9-12, 2019	AAMC Annual Meeting, Phoenix, AZ
December 6, 2019	Complete and post learning plans
December 2019	Fellows/Mentors finalize site visit schedules
January – March 31, 2020	Site visits
January – August 2020	<b><i>Virtual interactive sessions – 3-4:30 ET</i></b> <i>January 13</i> – Versatile Leadership -- Kathryn Deiss <i>February 10</i> – Strategic Team Building – Gail Kouame, Rick Fought <i>March 9</i> – Strategic Resource Allocation – Marisa Conte, Kelly Gonzalez <i>April 20</i> – Leadership during a Crisis – Kathryn Deiss <i>May 18</i> – Leadership during a Crisis II – Kathryn Deiss <i>June 8</i> – Leading with Innovation and Creativity – Emily Glenn, Anne Seymour <i>July 13</i> – Development Work – Emily Hurst, Rose Bland <i>August 10</i> – Navigating the Organizational Structure – Erika Sevetson, Debbie Rand
March 31, 2020	Deadline for completion of site visits
April 2020	<b><i>Cancelled --3-day Immersive Leadership Institute</i></b> , Chicago IL <i>Cancelled due to COVID-19, combined with Sept. Capstone</i>
Sept. 8-11, 2020	Leadership Institute/Capstone, Washington, DC (NLM, ARL, Wink Hotel) Sept. 8 Group dinner, 6 p.m. (Wink Hotel, DC) Sept. 9 Graduation, 6:30-8:00 p.m. (Mayflower Hotel)

**Appendix C**  
**NLM/AAHSL Leadership Fellows Program**  
**April 1-4, 2020 Leadership Institute**

**Crowne Plaza O'Hare Hotel, Chicago, IL**  
**April 1, 2020 , Wednesday Opening Evening Session and Dinner**  
**Haneda International**

6:00 p.m.	<p><b>Session 1:</b> <i>Introduction and Overview of Institute Agenda</i>  <i>Remind people of the Norms we agreed to at Orientation</i></p> <p><i>What do you want to bring to this Institute/learning experience?</i></p> <p><i>Reconnecting</i></p> <p><i>Becoming a high level leader: roles and responsibilities</i>  <i>In your experience working with and for high level leaders, what two things have you seen in their behaviors that work</i></p> <p><i>What two things have you seen that get in the way of their effective leadership?</i></p>
6:45 p.m.	<p><i>REFOCUS for the Institute: On your own think about: When you think about your own leadership and your future, what do you want to work on in specific terms?</i></p>
7:00 p.m.	<p><i>Dinner (buffet)</i></p>
8:00 p.m.	<p>Adjourn</p>

**April 2 Thursday (Day One) Haneda International**

8:00 a.m.	<p>Breakfast</p>
8:30 a.m.	<p><i>Community Review</i></p>
9:00 a.m.	<p><b>CONTEXT for Institute: Four Critical Leadership Competencies:</b> <i>communication, influencing for commitment, learning agility, and self-awareness</i></p>
10:15 a.m.	<p><b>Session 2: Communicating Effectively at the Top</b>  <i>Basics of leadership communication</i>  <i>How can you as a leader communicate values and priorities to others?</i></p>
10:30 a.m.	<p>Break</p>
11:30 a.m.	<p><i>Case Study 1: Communication -- Facilitator: Rose Bland</i>  <i>Case reflection/discussion</i></p>

Noon	Lunch <i>Davinci</i>
1:00 p.m.	<p><b>Session 3: Influencing others to gain commitment and cooperation</b>  <i>What strategies are available to leaders in influencing others?</i></p> <p><i>Hay-McBer Influencing Strategies</i></p> <p><i>Case Study 2: Power/Influence - Facilitator Rick Fought</i>  <i>Case reflection/discussion</i></p> <p><i>Sources and uses of power</i></p>
2:45 p.m.	Break
3:00 p.m.	<p><b>Session 4: Communicating/Advocating to Senior Leadership</b>  <i>How do you develop an executive presence?</i>  <i>Spontaneous communication -- tips from mentor</i></p> <p><i>Practicing your skills</i>  <i>Scenario: Spontaneous communication -- thinking on your feet – 15 minutes to read</i>  <i>and work on key points with different mentor</i>  <i>Make 3 to 4 minute communication/response to “senior leadership”</i></p> <p><i>Group discussion -- what worked well, other approaches, how to be prepared</i></p>
4:30 p.m.	<i>Learning capture and reflection time / possible conversations with mentors</i>
5:00 p.m.	Adjourn
6:45 p.m.	Group dinner    Restaurant: Carlucci

**April 3, Friday, Day Two    Haneda International**

8:00 a.m.	Breakfast
8:30 a.m.	<i>Community Review</i>
9:00 a.m.	<p><b>Session 5: Strategic Thinking</b>  <i>Strategic thinking and commitment and alignment</i>  <i>Trend identification and pattern recognition</i>  <i>How do you help others think strategically?</i></p> <p><i>What have you found helpful in looking for trends and emerging issues?</i></p>
10:15 a.m.	<b>Break</b>

10:30 a.m.	<p><b>Session 6: Revisiting Boundary Spanning leadership</b></p> <p><i>Case Study 3: Managing Boundaries -- Debbie Rand</i> Case reflection/discussion</p> <p><i>Case Study 4: Forging Common Ground -- Anne Seymour</i> Case reflection/discussion</p>
12:30 p.m.	Lunch <i>DaVinci</i>
1:30 p.m.	<p><b>Session 7: Championing and Leading Change</b></p> <p><i>Using models to look at change dynamics</i> <i>How do you assess the need for change?</i></p> <p><i>Case Study 5: Leading Change -- Kelly Gonzalez</i> Case reflection/discussion</p> <p><i>How do you sustain the energy and focus required for effective change?</i></p>
3:15 p.m.	Break
3:30 p.m.	<i>How do you take care of staff during change?</i>
4:30 p.m.	<i>Learning capture and reflection time / possible conversations with mentors</i>
5:00 p.m.	Adjournment
	<i>Dinner on own</i>

**April 4, Saturday Day THREE Haneda International**

8:00 a.m.	Breakfast
8:30 a.m.	<i>Community Review</i>
9:00 a.m.	<p><b>Session 8: Mock Interview</b></p> <p><i>Preparing for mock interview 9-9:15 a.m.</i> <i>Conducting mock interview (45 minutes) 9:15-10:00 a.m.</i> <i>Feedback (30 minutes) 10-10:30 a.m.</i></p>
10:30 a.m.- 11:00	Break
11:00 a.m.	<i>Group debrief</i>
11:30 a.m.	<i>Managing negotiation for directorships</i>

12:00 p.m.	Lunch <i>DaVinci</i>
1:00 p.m.	<b>Session 9: Leading and Shaping Organizational Culture</b> -- Mark Puente and Kathryn Deiss <i>What is organizational culture and how does it differ from organizational climate? How do you think about your organization's culture and change?</i>
2:00 p.m.	<b>Session 10: Inclusive Leadership</b> -- Mark Puente <i>Brief overview of issues facing library directors/libraries. Role of the leader in developing and maintaining an inclusive environment How can you model inclusivity in your actions, policies, and workplace designs?</i>
3:00 p.m.	<i>Break</i>
3:15 p.m.	<i>Continuing discussion about creating an inclusive work environment and inclusive leadership</i>
4:00 p.m.	<i>Group debrief and reflection – Plus/Delta</i>
4:30 p.m.	Adjourn

## **APPENDIX D**

### **NLM/AAHSL Leadership Fellows Program Application Promotion and Selection Procedures, 2021-2022**

The following schedule will be followed for application and selection:

- May 2021: Publicity and invitation to apply
- June 15 2021: Deadline for applications
- June – August 2021: Review of applications and selection and matching of participants
- August 2021: Confirmation of participants and notification of applicants
- September 2021: Report to NLM on applications and selected participants
- October 2021: Announcement of class of participants

The call for applications will be sent to the following locations:

- AAHSL list (multiple formats and times)
- NLM News
- MLA-FOCUS and medlib-l
- MLA chapters, Hospital Library Section, Leadership and Management Section
- MLA AAMLA SIG
- Library associations: AILA, ACRL, ALA, APALA, BCALA, CALA, LAMA, Reforma
- GIR
- NN/LM regions
- AAHSL former and present fellows and mentors
- AAHSL Leadership Scholarship applicants
- Diversity email lists, twitter, and other social medical platforms focusing on DEI or diverse groups within the profession

Nominations for potential fellow candidates will also be accepted and invitations to apply will be sent to those nominated.

A subcommittee of the AAHSL Future Leadership Committee will review and evaluate fellow applications according to the following criteria:

- Baseline application requirements
- Career goal
- Reason for applying
- Career progression
- Management experience
- Leadership activities and qualities
- Potential to be academic health sciences library director
- Potential impact of program for applicant
- Payoff for program

The subcommittee will consider the application package, including the candidates' statements of interest, CVs, and letters of reference and support, and input from telephone or online interviews of finalists.

As far as possible, the subcommittee will strive for diversity of geography, gender, type of institution, and background among fellows. AAHSL is committed to recruiting and selecting as racially and ethnically diverse a candidate pool and cohort as possible.

After the fellows are selected, the subcommittee will choose and match mentors, with approval and guidance from the AAHSL Board of Directors, based on appropriate matches between descriptions of fellows' interests and characteristics of mentors and mentors' institutions. We will continue to seek feedback from fellows as potential mentors are identified. The choices will also ensure that only one mentor or fellow in the current class will come from any one institution.

## **Appendix E**

### **NLM/AAHSL Leadership Fellows Program Description of Program Components, 2021-2022**

The program will preserve the structure of a combination of individual learning, fellow-mentor pair activities and relationships, and cohort experiences, as well as a flexible schedule and the independence to tailor the fellow-mentor component to individual goals.

The following components will be included in the 2021/2022 Leadership program:

- Daylong orientation at AAHSL annual meeting usually held in conjunction with AAMC
- Attendance at all or a portion of an AAMC annual meeting
- Year-long fellow/mentor relationship
- One-week site visit to mentor's home library
- Multi-day Leadership Institute in the spring in a central location
- Regular webinar discussions and an online communications platform
- Two-day capstone event and graduation ceremony

## Appendix F

# NLM/AAHSL LEADERSHIP FELLOWS PROGRAM

**2021 / 2022 *DRAFT***

## INFORMATION AND APPLICATION

**May 1, 2021**

Contact information:

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<https://www.aahsl.org/leadershipfellowsprogram>

# TABLE OF CONTENTS

<b>Overview</b> .....	<b>1</b>
Learning Objectives and Outcomes .....	2
<b>Background</b> .....	<b>2</b>
<b>Program Structure / Design</b> .....	<b>3</b>
<b>Leadership Development Components</b> .....	<b>4</b>
<b>Curriculum Timeline</b> .....	<b>6</b>
<b>Program Schedule</b> .....	<b>7</b>
<b>Fellows</b> .....	<b>8</b>
Time Commitment .....	8
Program and Travel Support .....	8
Eligibility Requirements .....	9
Criteria for Application Evaluation .....	9
Application .....	10
<b>Mentors</b> .....	<b>13</b>
Travel Support .....	13
Mentor’s Application .....	13

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# OVERVIEW

## Announcing: The 2021-2022 Leadership Program of the National Library of Medicine (NLM) & the Association of Academic Health Sciences Libraries (AAHSL)

For the past 18 years NLM and AAHSL have sponsored a program that identifies and brings together the field's emerging leaders and assists them in gaining the skills and knowledge for today's and tomorrow's academic health sciences libraries. In addition to learning leadership models and competencies, as a fellow you will explore how to become an effective and inclusive leader. Working with a mentor who is an academic health sciences library director, you will observe other leadership styles and institutional cultures. Through this mentoring relationship, you will gain firsthand and unfiltered exposure to leadership through your site visits to your mentor's institutions, candid conversations with your mentor, facilitated discussions among your learning community on various topics, and an intensive multi-day leadership institute. As part of the program you will also be introduced to and become part of a larger community and network of health science library leaders through interactions with mentors, prior fellows, and other AAHSL library directors.

Leaders must value, create and sustain a work environment where diversity, equity, inclusion and belonging thrive. The Leadership Fellows Program recognizes the importance of that environment in enriching and supporting the mission of academic health sciences libraries. The program actively seeks applications from individuals with varying identities, experiences and backgrounds.

*e AAHSL Leadership Fellows Program was an incredible opportunity to see what successful leadership of Health*



*The most valuable part of the program was the people - facilitators, mentors, and fellows. We were able to share our experiences and hold open discussions about the challenges and rewards that come with being a leader. In addition, as a fellow, my site visit gave me firsthand experience with another academic health sciences library and the high level leaders both inside and outside of the library.*

Associate Director for Public Services  
Ruth Lilly Medical Library  
Indiana University School of Medicine

*looks like in practice. The AAHSL*

In addition to traditional management/administrative positions, the fellows' program does seek applicants with progressive leadership experience. Your leadership experience can be both within and outside the library community, such as prior work-related experiences in a business or other organization or acting as a leader within a community, regional or national organization over the course of several years. Leadership experiences can be a project coordinator, grant PI, chair of a large or complex committee, or officer of a community, regional or national organization. It can be several years within the same position, or more than one leadership role over the course of several years. Your experiences should demonstrate a sustained and

progressive leadership path. It does not require that you have direct supervisory responsibility or an administrator over a large library unit, but it should involve your working with a variety of people in accomplishing a specific project, initiative, or goal.

Fellows selected to be part of the program receive funding from NLM and AAHSL for travel and other program related expenses. The only commitment from you and your library is that there will be time available to participate fully in all program elements.

## Learning Objectives and Outcomes

As a fellow participating in the Leadership Fellows Program you will:

- Explore leadership through a variety of lenses and program components.
- Understand the importance of diversity, equity and inclusivity not only as it applies to leadership development, but also to the benefit of the profession, institution, and community.
- Gain valuable insight on leading across organizational, institutional, and geographic boundaries.
- Establish a network of colleagues to draw upon throughout their careers.
- Consider concepts in leadership theory and develop practical skills for implementing change at organizational and professional levels.
- Develop a clear understanding of the contemporary role of academic health sciences library directors.
- Exercise and hone strategic thinking skills.
- Discuss self-awareness and its impact on leadership confidence.
- Practice interview skills for director level positions.
- Gather career guidance and form a community of successful library leaders
- Be recognized as an emerging leader with a competitive standing when pursuing director positions.



*The AAHSL Leadership Fellows Program was an incredible opportunity to see what successful leadership of Health Sciences Libraries looks like in practice. It gave me a deeper appreciation of the range of challenges leaders in our field face, and the creative ways they find to improvise and respond. I also came away with a new group of colleagues and friends that I know I can always reach out to for personal advice. I highly recommend this program for aspiring leaders.*

Stephen Kiyoi, Fellow 2016-2017  
Head of Researcher Services, Shields Library  
University of California Davis

## **BACKGROUND**

In 2000, the leadership of the Association of Academic Health Sciences Libraries (AAHSL) realized there was a looming shortage of well-trained, qualified, and forward-thinking emerging leaders ready to become the next generation of academic health sciences library (AHSL) directors. To address this situation and to ensure the vitality and influence of AHSL's far into the future, AAHSL undertook its Future Leadership Initiative. The Leadership Fellows Program, co-sponsored by the National Library of Medicine and AAHSL, was the result, and it remains a highly visible and high priority program within AAHSL to this day.

AAHSL continuously seeks feedback from fellows and mentors to ensure it stays relevant and reflects ongoing environment changes with AHSLs and new leadership ideas. In surveys fellows cite program benefits such as enhanced leadership skills and credibility as a director candidate, building confidence, and gaining a community of peers who share career aspirations. Mentors gain from the program as well, noting that besides contributing to the career development of fellows, they experienced personal and institutional benefits from participation, through the opportunity to reflect on their own leadership and to learn from their fellow and the rest of the learning community.

As of the 2018/2019 class, eighty-seven (87) fellows and 68 different mentors have participated in the program to date. Forty-seven (47) fellows (54% of prior graduates) have received permanent director appointments. Twelve (12) prior fellows have now joined the program as mentors as of the 2019/2020 class.

## **PROGRAM STRUCTURE & DESIGN**

The NLM/AAHSL Leadership Fellows Program balances leadership development training with personal interaction and practical experience. The program combines a group curriculum with individually-based events designed to build a "community of learners". As a fellow you will engage in face-to-face exchanges, distance learning, and firsthand experiences through site visits. In addition to a one-year fellow/mentor relationship, there are three in-person leadership events and an opportunity for attendance at the Association of American Medical Colleges (AAMC) Annual meeting, as well as the AAHSL annual meeting.

As a fellow, you will participate in six components over a one-year timeframe, with each step building upon the previous learning experience:

- Orientation
- Ongoing mentoring relationship
- Multi-day immersive Leadership Institute
- One-week site-visit to the mentor's institution
- Monthly webinars and online discussions
- Multi-day Capstone event

The program is specifically designed to capitalize on the knowledge, wisdom, and training of mentors and program faculty by offering experiences for you to observe, interact, role-play,

discuss, and absorb a wide variety of topics. In the end, this approach leads to rich and long-lasting relationships among mentors and fellows, ultimately belonging to a larger leadership community made up of the mentors and fellows from prior years.

## LEADERSHIP DEVELOPMENT COMPONENTS

### Orientation

The Orientation, held in conjunction with the AAHSL and AAMC Annual Meetings, is the first opportunity for you to meet other members of your learning community (fellows, mentors, and faculty) and get to know each other and develop initial learning plans for the year. The Orientation includes a program overview and explores intentional leadership, creating a personal vision of leadership and reflecting on your leadership style. After completing leadership instruments, faculty guide you through a review of your leadership profile that assists in identifying your strengths and preferences. This leadership assessment informs the work you will do individually and with your mentor. The program also supports your attendance at the AAMC Annual Meeting, exposing you to the issues and leaders of the academic health center community.

### Leadership Institute

This multi-day immersive event scheduled in the late spring more deeply delves into leadership topics affecting academic health sciences libraries and the larger professional community, as well as your individual career development. Program faculty discuss case studies and facilitate interactive exercises. You will experience a mock interview for a director's position. Fellows, mentors and faculty participate in informal discussions about the recruiting process, negotiating a salary and other demands, and starting a new position. This in-person mid-point event also brings everyone together to further strengthen the learning community, introduces additional leadership topics, further develops leadership skills, and ensures that the program is addressing the needs of its emerging leaders.



*The NLM/AAHSL Leadership Fellows Program was an invaluable and timely experience for me as a recently appointed Interim Director. It provided me with multiple opportunities to meet other directors and leaders with a wide range of experience and expertise and from a variety of disciplines. As a new director, I must give credit to my mentor, in particular, but also everyone involved with the program for their practical advice and philosophical wisdom.*

Philip Walker, Fellow 2017-2018  
Currently Director, Eskind Biomedical  
Vanderbilt University Library

## **Mentor Relationship and Site Visit**

Your relationship with your mentor is the thread that ties the program pieces together. If selected, you will be paired with a mentor based on your expressed professional development goals and the mentor's fields of interest and areas of expertise, as well as characteristics of the mentor's institution.

With your mentor, you will establish mutual expectations for your newly developed working relationship. You will be expected to communicate on a regular and frequent basis to discuss topics of your choosing, such as challenges faced by you and issues in your home library and the profession, as well as progress on your learning goals. During this time, you will continue to build your relationship with your mentor who can also support you as you consider your next career decisions.

The individual site visit to the mentor's home library fulfills the program's goal of exposing you to diverse leadership styles and organizational developments. The site visit gives you first-hand experience under the tutelage of a highly committed and knowledgeable mentor representing the leaders of the academic health sciences library community. The design of the site visit will ensure a meaningful and instructive experience—it will be coordinated to meet your and your mentor's expectations.



*Having served as a mentor twice, I have seen transformations – new thoughts and ideas, “aha” moments, confidence building, and lifelong learning at the highest level. That happens, not only for the Fellows but for the Mentors as well, proving a growth mindset can strengthen at any experiential level or age. The NLM/AAHSL Fellows program functions at the highest level, building future leaders for our profession.*

M.J. Tooley, MLS, AHIP, FMLA  
Associate Vice President, Academic Affairs  
Executive Director, Health Sciences and Human Services Library  
Director, National Network of Libraries of Medicine,  
Southeastern/Atlantic Region  
University of Maryland Baltimore

## **Virtual Learning Community**

A Virtual Learning Community will be created to encourage online exchange of information about program components and the discussion of issues and ideas that surface during the program. Prior to the Orientation, you will be connected electronically to the learning community (fellows, mentors and faculty) to ensure continued interaction throughout the year. As a fellow, you and your mentor will be involved in developing and facilitating a monthly virtual session on a topic of importance to academic health sciences library leadership. These online topics and discussions comprise the online curriculum. The virtual curriculum has included these topics: Versatile Leadership; Situational Leadership; Strategic Resource

Allocation; Strategic Team Building; Leading with Innovation and Creativity; Development Work; and Navigating the Organizational Structure.

### **Capstone**

The Capstone is the culminating event, bringing together program participants, faculty, and national leaders in the library and academic health professions to discuss key issues. This intensive two-day curriculum focuses on environmental forces helping to shape academic health sciences libraries. It will tie to concepts raised throughout the year and recognize participants' completion of the program. The Capstone will not only reinforce your community of learners but will also serve as a powerful networking opportunity with other leaders. Organizations represented in prior capstone programs include the National Library of Medicine, Association of American Medical Colleges, Association of Research Libraries, AMIA, and other health professional and information organizations.

## **CURRICULUM TIMELINE**

An important part of the program is the interaction and shared learning among your learning community of fellows and mentors. While some unexpected conflicts may occur, the program expects full participation in all major events

Proposed program schedule on next page...

## PROGRAM SCHEDULE

June 15 2021	Completed application packets due
August 2021	Successful candidates notified Participation confirmation due Notification letters sent to all applicants
TBD Nashville TN?????  AAMC Nov. 11-15	Orientation - held in conjunction with the AAHSL and AAMC Annual Meetings  Nov. 08 2021 4-5 p.m. Mentor Orientation 6-8 p.m. Introductions/Networking dinner for Fellows and Mentors  Nov. 09, 2021 - Leadership Program Orientation Nov. 10, 2021 - AAHSL Annual Meeting, Matheson Lecture, Education Program, Evening Reception  Nov. 11, 2021 - AAMC Annual Meeting
December 31, 2021	Learning Plans Due Fellows/Mentors finalize site visit schedules
January – August 2022	Facilitated monthly webinars and discussions
January – March 2022	Site visits Deadline for site visits is March 31, 2022
Spring 2022 (TBA) Location TBD	Leadership Institute – 3 day Immersive Program held in in a central location  Prior evening dinner, Introduction/Overview Immersive Leadership Institute (3 day)
Autumn 2022 (Dates TBA) Washington DC	Capstone and Graduation – 2-day program  Dinner evening before Graduation evening of last day

# FELLOWS

## Time Commitment

As an applicant, you should carefully review the program schedule before applying and consider delaying the application to another year if you are aware of potential conflicts with the program's major events (Orientation, Leadership Institute, Capstone), or if you will not be able to participate on a regular basis in the monthly online discussions and communications with your mentor.

## Program and Travel Support

**Fellows from AAHSL member libraries** will be allowed a maximum of \$7,000 each for travel expenses and may be used to attend the following events:

- Attendance at the Orientation, AAHSL annual meeting, and one additional day at AAMC Annual Meeting in November 2021 in Nashville, TN. Expenses include meeting registration, air and ground transportation, lodging and meals. Attendance at the AAHSL meeting is free.
- Travel to site visit library. Expenses include air and ground transportation, lodging and meals.
- Travel to the Leadership Institute including air and ground transportation, lodging and meals
- Travel to the Capstone event and graduation in Washington, DC in the Autumn. Expenses include air and ground transportation and up to three days' lodging and meals.

If selected, you may use the allotment for travel expenses in accordance with the AAHSL Travel Policy and guidelines provided by the program. The policy and travel expense form will govern reimbursement of expenses:

[http://www.aahsl.org/assets/2013/2013\\_aahsl\\_travel\\_policy.pdf](http://www.aahsl.org/assets/2013/2013_aahsl_travel_policy.pdf) Please note the use of rental cars must be approved in advance by the program director.

**Fellows NOT from AAHSL member institutions** will need to pay their own travel expenses (estimated at \$7,000 to 7,500). This includes:

- Travel and meal and other expenses on the days of travel to the Orientation, Leadership Institute, and Capstone event and the week-long site visit to the mentor's institution
- Registration for AAMC meeting

AAHSL does support lodging expenses and meals during the Orientation, Leadership Institute, and Capstone event and provides free registration to the AAHSL annual meeting and educational

program.

Information for becoming an AAHSL member (<https://www.aahsl.org/membership>) is available on the association's Website.

## Eligibility Requirements

The NLM/AAHSL Leadership Fellows Program is designed for librarians with prior management experience. In most cases, a minimum of three to five years of experience that demonstrates a career track in administrative positions or progressive leadership responsibilities is the baseline for candidates to be given consideration. NLM and AAHSL are also committed to building diverse candidate pools and ensuring diversity of participation in the program and library leadership.

Each year the program selects a small class of fellows (about 5) for the incoming class. In addition to the criteria below, the program is committed to diversity and inclusion and seeks applications from individuals with varying identities and backgrounds.

The application process is open U.S. and Canadian citizens and permanent residents. Final candidates for fellows must be from or become an AAHSL member institution for *full travel support*. As noted in the Program and Travel Support section, candidates not from AAHSL member institutions will need to pay their own program travel expenses (estimated to be \$7,000 - \$7,500). Please visit the AAHSL website for membership information. (<https://www.aahsl.org/membership>)

The purpose of this program is to generate a pool of new candidates for open AAHSL director positions. As a result, current directors of AAHSL member libraries are not eligible to apply for this program. A fellow will no longer be eligible to participate, if the selected fellow accepts a position as director of an AAHSL Library prior to the start of the program.

## Criteria for Application Evaluation

1. Strong interest in pursuing a **directorship in academic health sciences libraries**, regardless of type of library background or current setting.
2. Demonstrated record of leadership initiative and strong potential for future leadership contributions.
3. Clearly articulated personal and professional goals.
4. Commitment to the time and dedication required for full participation.
5. Diversity of experience, background, or perspective, particularly those underrepresented in the profession and in library leadership positions
6. A master's in library/information science or comparable graduate degree.
7. Currently working in academic health sciences libraries, hospital libraries, or other library or library-related environments.

Prospective applicants who do not yet meet these requirements may benefit from taking part in other leadership programs (including a short course, institutional leadership training, etc.) prior to applying for the fellowship.

## Application

As a candidate for the fellowship you are asked to include in your application a statement reflecting why you should be chosen as a candidate, and why you want to be a director of an academic health sciences library. The statement does not need to be lengthy but does need to present a strong case as to why you should be selected. This information will also facilitate the process of matching fellows with mentors and used to focus your individual learning plan.

You must submit your application materials electronically to AAHSL by June 15, 2021. Application submission requires completing an online information sheet available at: <https://aahsl.memberclicks.net/fellows-class-2021-2022-application> and uploading the other required documents or sending them directly to [Office@AAHSL.org](mailto:Office@AAHSL.org).

AAHSL will acknowledge receipt of your application and prepare it for review by the AAHSL Future Leadership Committee. Please contact Pat Thibodeau at [plthibodeau@gmail.com](mailto:plthibodeau@gmail.com), if you do not receive an acknowledgement.

### Timeline

June 15, 2021	Completed application packets due
August 2021	Invited candidates notified of selection decisions
August 2021	Commitment to program participation due

**Fellow application packets** should include the following. Note: It is preferred, but not mandatory, that components be submitted as one PDF or Word file (or two if the letter of reference and support is submitted at a different time).

**1. Online Fellow Information Sheet** – the fellows information sheet is an online form that can be found on the AAHSL Website at: <https://aahsl.memberclicks.net/fellows-class-2021-2022-application>.

As an applicant you will be asked to provide the following: name, current position title, library, institution, mailing address, email, telephone numbers, graduate degrees and years of management experience.

Providing information on race/ethnicity is optional. However, NLM and AAHSL are committed to building diverse candidate pools and ensuring diversity of participation in the program. Over the past fourteen years over 22% of the fellow applicants have indicated a minority status and 25% of fellows have self-identified as having racially or ethnically diverse background. Therefore, we are asking for demographic information to help us collect data and make appropriate enhancements to our future outreach efforts. The information will be used for reporting purposes and to monitor the recruitment process.

## **2. Current CV**

### **3. Statement of Interest (1 page)**

Your Statement of Interest should support your application to the program. When developing your statement, consider the following:

- Why you are interested in the NLM/AAHSL library leaders' program.
- Your career goals in 3 to 5 years.
- How your background and experience has prepared you for an academic health sciences library director position.
- Other relevant academic or administrative experiences (e.g. leadership initiatives).
- Your vision of the role of the academic health sciences library director now, and in the future.
- Areas of professional development and knowledge that you would like to pursue as a part of the site-visit at your mentor's institution.
- An example of how you have furthered diversity and inclusion within the profession or in your workplace.

**4. Letters of Reference – up to 3 letters of reference will be accepted. The letters can be** from the library director, other direct supervisor or administrator or a colleague who has directly observed and is knowledgeable about your leadership ability, your potential and level of readiness to be an academic health sciences library director, and how the fellowship program will contribute to your development. The letters should focus on leadership level skills within the library, institution, or profession and not on management abilities.

### **5. Letter of Support from home institution for the following:**

*The Letter of Support from the home institution is strongly encouraged but **not** mandatory for consideration. Candidates who apply on their own are asked to supply a written statement that they understand, agree to, and can support the financial and time commitments required for participation in all aspects of the program.*

- Support (time and other non-financial) for fellow's full participation in all programmatic activities (One-week site visit to mentor's home institution, webinars and discussions, Orientation, multi-day Leadership Institute, and 2-day Capstone).
- For candidates from non-AAHSL libraries:
  - Statement that the institution is becoming a member of AAHSL

- OR, a statement that travel expenses (including meals and incidental expenses) for participation in the Orientation, Leadership Institute, and Capstone, and all expenses (travel, lodging, per diem) for the site visit will be supported by you or your institution.

The letters mentioned in items #4 and #5 may be combined.

For questions about the application process, or to nominate a candidate for consideration, please contact Pat Thibodeau, Director, AAHSL Future Leadership Program, at [plthibodeau@gmail.com](mailto:plthibodeau@gmail.com) or 919-619-6906.

# **MENTORS**

## **Travel Support**

NLM/AAHSL will financially support the following for mentors:

- One day's lodging and meals to attend the Orientation at the AAHSL and AAMC Annual Meetings, usually in November.
- Air and ground transportation, lodging and additional meals to attend the multi-day Leadership Institute in the Spring
- Air and ground transportation and up to three days' lodging and meals to attend the Capstone in the Fall.

## **Mentors Application**

The NLM/AAHSL Leadership Fellows Program seeks academic health sciences library directors to serve as mentors for program fellows. The program accepts a small class of fellows, and each fellow is matched with a mentor. Mentors actively participate in the program's success by contributing to the leadership development components.

We select mentors based on their interest in the leadership program and their ability to commit time to the program. The time commitment involves participating in the in-person meetings, communicating regularly with their fellow, hosting a site visit for the fellow, and participating in the online discussions and virtual learning sessions. During in-person activities, as a mentor you will participate in all discussions and exercises and share their knowledge and experiences with the fellows. You will and the other mentors will also be asked to assist your fellows in facilitating a virtual (online) session and contributing to the Institute content through the development of case studies or other learning exercises.

As with fellows, the program is committed to diversity and inclusion and seeks applications from individuals with varying identities and backgrounds.

If selected, you will be paired with a fellow based on the fellow's expressed professional development areas and your fields of interest and areas of expertise, as well as characteristics of the institution.

As a mentor you should meet the following criteria:

- Five years' experience at director level (exceptions may be made for fewer years)
- Membership in AAHSL
- U.S. or Canadian citizenship or permanent residency
- Interest in and ability to commit time from November to October to the

program components outlined in the program schedule (SEE page 6), including mentors' orientation, program Orientation, Leadership Institute, Virtual Learning Community, Capstone, one-week Site Visit and regular communication with fellow.

You may contact the Committee Chair Heidi Heilemann ([heidi.heilemann@stanford.edu](mailto:heidi.heilemann@stanford.edu)), Incoming Chair Janice Jaguszewski ([j-jagu@umn.edu](mailto:j-jagu@umn.edu)) or Program Director Pat Thibodeau ([plthibodeau@gmail.com](mailto:plthibodeau@gmail.com)) with questions about the program or being a mentor.



*As a two-time mentor, I have learned enormously from the questions my fellow asks, and from looking at my own institution with a fresh eye.*

*Additionally, it's been a wonderful networking opportunity. And of course, it feels wonderful to share my own areas of experience as well as that of my staff and my institution.*

Barbara Cavanaugh, Mentor 2013-14, 2017-2018,  
Currently Assistant University Librarian of STEM Libraries and Business Libraries  
Director of the Biomedical Library  
University of Pennsylvania

## **Preliminary Mentor Application**

If you are interested in becoming a mentor you should send a preliminary email message to Pat Thibodeau ([plthibodeau@gmail.com](mailto:plthibodeau@gmail.com)) by the deadline date below.

The preliminary email should include:

- **A brief statement of your interest** in participating in the NLM/AAHSL Leadership Fellows Program as a mentor, including what you and your institution could offer to a fellow and the group in terms of professional development, your own experience, your unique areas of expertise, and/ or institutional areas of focus.

Please include a brief paragraph about your library/institution:

- The type of institution (private, public, government)
- The reporting structure for the library, i.e. to whom the director reports
- The schools or areas served by the library, including any relationships to hospitals or health systems

- **A current CV.**

The selection committee evaluates the fellow candidates and determines the types of

institutions needed for appropriate matches. Input from fellow candidates may also be sought about their preferences for a match. After initial decisions about potential matches for fellows and mentors are made, each selected mentor is asked to confirm commitment to the program.

### **Timeline**

June 15, 2021	Deadline for indication of preliminary interest in being in mentor pool
August 2021	Mentors are asked to confirm participation and are notified of pairing decisions