

NLM/AAHSL Leadership Fellows Program

**2020-2021
Report**

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HIGHLIGHTS

At the usual time for recruiting a new class for 2020/2021, the Leadership Fellows Program faced a complex set of issues. COVID-19 was continuing to spread with new variants emerging, vaccines were being developed but were not projected to be available until early 2021, the long-term financial impact on institutions and libraries was unknown. The Future Leadership Committee (FLC) realized that these factors would make recruiting and planning another class exceedingly difficult. The FLC discussed the options with the Board of the Association of Academic Health Sciences Libraries (AAHSL) and staff at National Library of Medicine (NLM) and everyone decided not to recruit a new class for 2020-2021. However, there was a strong commitment from all parties to continuing the program and restarting it after the hiatus, with the FLC and trainer/consultants beginning discussions about the recruitment process and curriculum for 2021/2022.

While this report will not cover a new fellows' class, it will discuss the activities the FLC and the trainer/consultants pursued over 2020/2021 to prepare for the 19th class in 2021/2022.

Patricia Thibodeau continued as program director for the hiatus year, working with the FLC leaders, committee members and faculty Kathryn Deiss on numerous activities including potential changes in the curriculum for the next class, better recruitment of diverse applicants for the fellows, and increased marketing efforts to attract librarians of color and other under-represented ethnic groups. The FLC and faculty made decisions about activities that would be delivered via Zoom in the future, freeing up time for other content. The FLC was also committed to having stronger DEI content in the curriculum.

Over the past year the chairs met with the program director monthly and scheduled other meetings with committee members as needed to oversee and coordinate committee work. In the spring of 2021, Committee members worked on further revisions to the fellows' application to ensure it reflected the program's commitment to inclusivity and diversity. A subcommittee of the FLC worked with chairs on additional strategies for attracting a more diverse pool of applicants for the fellows' program and for the new AAHSL Leadership Diversity Scholarship for emerging leaders. The subcommittee drafted a letter to all AAHSL directors asking them to encourage staff members representing diverse racial and ethnic groups to apply to the programs and to nominate people as well. Scholarship applicants were sought from all types of librarians, not just health sciences, and from all levels of positions. Three scholarships were awarded with a hope this would also be a pipeline to the fellows' programs.

One of the biggest activities was recruiting a new trainer/consultant. After over 19 years work with the leadership program, Kathryn Deiss decided to retire. Over the past year she helped the FLC develop a job description for the trainer, identifying the key skills as well as knowledge needed for the position. She assisted the FLC in identifying potential applicants, developing the call for applications, creating a scoring system, and reviewing and interviewing the applicants. The final selection was Janice J. Consulting, founded by Janice Jaguszewski, a prior mentor and chair of the FLC. Janice has been providing leadership training and consulting services over the prior 10 years and had just stepped down as director and Associate University Librarian at an AAHSL member library. In turn, Janice recruited a new trainer to help her integrate DEI content throughout the curriculum. Pamela Espinosa de los Monteros became the program's Multicultural Learning Expert.

Kathryn Deiss continued to work with the program through the start-up of the new 2021/2022 class. She helped Janice become acquainted with the prior content and curriculum activities, providing guidance and advice. She provided one-on-one debriefing sessions for fellows and mentors on the MBTI leadership assessment tool and guide a group session as part of the Orientation series. Kathryn will be part of the evaluation discussions about the virtual orientations for the 2021/2022 class. AAHSL and the leadership program will miss Kathryn as a trainer, but she has left a long and strong legacy of excellence in leadership. The AAHSL Board honored her contributions by awarding her the Gerald J. Oppenheimer Award, “given for a notable or important contribution that has assisted AAHSL in achieving its mission or had a significant impact on the profession of academic health sciences librarianship.”

The current AAHSL Board reflects the fellows’ program success with everyone having been part of the leadership program: five being both prior fellows and mentors, one prior fellow, and one current mentor.

The program began its 19th year after the hiatus with the most diverse applicant pool since the program requested self-identification with racial and ethnic groups. Seven (58.3%) of the twelve applicants self-identified with an under-represented racial or ethnic group. Three fellows (60%) are from under-represented minorities as well as two mentors (40%), resulting in 50% of the class from various under-represented racial and ethnic groups. Given the increased focus on diversity for the curriculum, we are expecting rich discussions around diversity, equity, and inclusion.

NLM’s continuing support for the new class as well as participation in the program and enables the program to remain strong and relevant for its emerging leaders, as well as meet the ongoing need for strong leadership in health sciences libraries.

Program Director and General Operations

Patricia Thibodeau completed her fourth year as Program Director with the 2020/2021 hiatus year. Working closely with the FLC chairs, she organized and managed the Leadership Fellows Program (LFP) and other committee responsibilities. The AAHSL Office continued to support these activities with access to their Zoom account, updating the Website, and receiving and processing applications. The LFP used Basecamp to plan for the recruitment of the new trainer, share ideas about the next year’s curriculum and ask for input into the LFP application. As the new class was recruited, Basecamp was used sharing applications and related documents, creating a new calendar of events, and building a sense of community among fellows and mentors. The LFP will continue to work with the Region 2 NNLM staff members to provide a platform for the virtual sessions.

Assessment

The transition of fellows into permanent director’s position is a critical metric for evaluation of the program. As of December 1, 2021, 52% (48) of the 92 Fellows have received permanent director appointments. No fellows were appointed to permanent or interim director positions during 2021, see **Appendix A**.

The program tracks vacancies in leadership positions and new appointments to director positions over the year. This roster of director vacancies is maintained to augment vacancy postings on the AAHSL Web site. Over the past year (December 2020 through November 2021) there were twenty-five vacancies in HSL director positions, with thirteen becoming vacant in 2021. As of December 1, 2021, twelve of those positions were filled and there were thirteen institutions with remaining vacancies. In addition, there were two new medical schools seeking LCME accreditation and two new osteopathic schools seeking accreditation. At this point these applicants for accreditation do not have libraries. The number of vacancies over the past year is staying consistent with the data collected in the 2018 Director Workforce Trends study. That study predicted there would be an ongoing number of retirements among HSL directors, with an anticipated 30 to 70 more vacancies in directors' position over the next five to fifteen years.

Before the program went on hiatus (Oct. 2020-Sept. 2021), 92 fellows and 74 different mentors had participated in the program at the end of the 2019/2020 class. Eighteen mentors had served in this role two or more times and eleven former fellows, now directors, had served as mentors. The 2021/2022 class selected in August adds four mentors and four were prior fellows. Over 50% (n=100) of all AAHSL member institutions (n=179 members as of 2020) and 67% of full/regular AAHSL members have had at least one mentor or fellow on staff or hired a fellow.

The 2019/2020 pool of applicants did not self-identify as a racial or ethnic minority. Since 2007 when self-identification was requested, 21.7% of the applicants and 25% of the fellows had identified as minorities. While diversity was lacking in the 2019-2020 class, this was addressed through new recruitment strategies and resulted in the most diverse applicant pool since that data was collected with 58% of the applicants and 60% of the fellows for 2021/2022 identifying as an under-represented racial or ethnic minority. The 2021/2022 class brought the diversity statistics up to 23.3% for all applicants and 27.3% for fellows. The Future Leadership Committee will continue to identify innovative approaches for maintaining diverse applicant pool. The application for the program will be reviewed and revised as needed for the 2022/2023 class.

Realizing that diversity is a broader pipeline issue for the health sciences library profession, the FLC with approval from the AAHSL Board launched a new Leadership Diversity Scholarship. This new scholarship, implemented in 2021, provides up to four leadership awards to librarians of color and under-represented minorities who would like to pursue leadership training early in their careers. The hope is that this will create a pool of potential applicants for the Leadership Fellows program. The FLC awarded three scholarships in 2021.

Due to the continuation of the COVID pandemic, the 2021/2022 class Orientation will be virtual. The trainers and FLC have worked together to create sessions that create a sense of community as well as introduce the fellows and mentors to the program and leadership content. Five online Orientation sessions have been implemented in addition to virtual attendance at AAHSL and AAMC meeting events. A virtual session on leadership through the DEI lens was also held in November. The FLC is hopeful that the multi-day Institute, scheduled for April, and the Capstone in September 2022 will be in person, but stand ready to implement more virtual sessions if needed due to the pandemic. The experience of conducting virtual sessions has led to lessons learned about segments of the curriculum that can be offered virtually, such as the mock interviews and debriefs, and some of the introductions to the learning community that could be virtual again in 2022. By selectively using online approaches there will be more in-person time for deeper discussions and sharing as well as reflection on the leadership topics.

AAHSL and the FLC are committed to the on-going evaluation of the program. A separate evaluation of the Orientation will be used to gather data for planning the remaining sessions as well as to improve the program's curriculum for future classes. In addition, there will be separate evaluations for the Institute and another one at the end of the year to assess the overall program as well as the Capstone content. Over the next year, the FLC will be tasking a subcommittee with the review of the evaluation methods used within the program.

2020/2021 CLASS: YEAR IN REVIEW

Since the program was on hiatus for 2020/2021, no class was chosen and there are no details to report. The next report submitted in December 2022 will provide a review of the class, curriculum, and program components for 2021/2022.

GOALS FY 2021/2022

A major goal of the Future Leadership Committee (FLC) over the next year will be recruiting another new leadership fellows class for 2022/2023. In preparation for the new class the committee will work on these areas: maintaining the strength and diversity of the candidate pools; identifying and implementing additional recruitment strategies; determining further improvements to the curriculum based on the evaluations; and enhancing the program content and design, including improving the effectiveness of virtual sessions and face to face time. Committee members will work on revisions to the 2022/2023 fellows' application information, focusing on the inclusivity and diversity of the program. Based on experiences with the effective use of virtual sessions, some program activities will be moved to an online format, such as the mock interview. The FLC will continue to monitor the impact of the pandemic on the program and be prepared to continue the online delivery of the curriculum if needed. The evaluation methods used within the fellows' program will also be reviewed over the next year.

As part of its continuing charge, the FLC will explore the full range of components for leadership development within AAHSL. To address the diversity of the candidate pool and the profession, the FLC will offer four "Leadership Diversity Scholarships", which are designed to target early career librarians of color or from other under-represented minorities. In addition, the FLC will work on addressing the needs of new and interim directors through a "buddy program" that pairs established directors and those recently appointed to director positions. FLC members will also explore the feasibility of conducting a series of online sharing and networking sessions for new and interim directors. Since a new edition of the guide on recruiting a health sciences library director was just released in fall 2021, no further work is required during this year.

Another major activity will be the recruitment of a new program director. Pat Thibodeau will be stepping down in fall 2022, at the end of the 2021/2022 class. The FLC chairs and an AAHSL Board liaison will recruit and interview candidates and submit their recommendation by June 2022 to the AAHSL Board. The new program director will begin work with the selection of the 2022/2023 class and Pat Thibodeau will help the new person become familiar with the curricular activities and the duties of the program director.

Appendix A

Appointments of Fellows in NLM/AAHSL Leadership Fellows Program to Director Positions as of 2020-2021

2002-2003 class

Judy Consales

Associate University Librarian for Sciences, Director, Louise M. Darling Biomedical Library

NN/LM Pacific Southwest Region

University of California, Los Angeles

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

Mentor: Carol G. Jenkins

Charles J. Greenberg

Director, Health Sciences Library, School of Osteopathic Medicine

Rowan University, Stratford, NJ

(earlier appointments: Founding Library Director, Wenzhou-Kean University Library)

Mentor: J. Michael Homan

Gerald (Jerry) J. Perry

Director, Arizona Health Sciences Library

University of Arizona

(earlier appointments: Deputy Director; Director, U Colorado)

Mentor: Nancy K. Roderer

Linda J. Walton

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

University of Iowa

Mentor: Wayne J. Peay

2003-2004 class

Nancy J. Allee

Director, Taubman Health Sciences Library and HS:STEM

University of Michigan

(earlier appointments: Deputy Director, Health Sciences Libraries, University of Michigan)

Mentor: T. Scott Plutchak

Gabriel (Gabe) R. Rios

Director, Ruth Lilly Medical Library
Indiana University School of Medicine

(earlier appointments: Associate Director of Public Services, Briscoe Library, University of Texas Health Science Center at San Antonio; Deputy Director, Lister Hill Library of the Health Sciences, Univ. of Alabama Birmingham)

Mentor: Karen A. Butter

2004-2005 class

Judy Burnham

Director, Biomedical Library
University of South Alabama

(earlier appointments: Associate Director; Interim Director)

Mentor: Brett Kirkpatrick

Beth Layton

Director, Oliver Ocasek Regional Information Center &
the Northeast Cooperative Regional Library Depository
Northeast Ohio Medical University

(earlier appointments: Interim Director, Health Science Center Libraries, University of Florida; ; Assoc. Director NNLM, Greater Midwest Region, Univ. Illinois-Chicago)

Mentor: William Garrity

Jett McCann

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

Mentor: Patricia Thibodeau

2005-2006 class

Teresa L. Knott

Director, Tompkins-McCaw Library for the Health Sciences,
Associate University Librarian, VCU Libraries
Virginia Commonwealth University

Mentor: Karen L. Brewer

2006-2007 class

Nadine Dexter

Director, Harriet F. Ginsburg Health Sciences Library
University of Central Florida College of Medicine

Mentor: Holly Shipp Buchanan

Anne Seymour

Director, Welch Medical Library
Johns Hopkins University

Mentor: Elizabeth Eaton

Christopher (Chris) J. Shaffer

University Librarian, Health Sciences Library
University of California San Francisco

(earlier appointments: University Librarian, Oregon Health & Science University)

Mentor: Paul Schoening

2007-2008 class

Colleen Cuddy

Director Research and Instruction, Lane Medical Library, Stanford University
(earlier appointments: Associate Curator/Deputy Director; Interim Director, New York University School of Medicine; Director, Samuel J. Wood Library & C. V. Starr Biomedical Information Center Weill Cornell Medical College)

Mentor: Judith Robinson Mercer

Heidi Heilemann

Associate Dean for Knowledge Management, Director
Lane Medical Library & Knowledge Management Center
Information Resources & Technology (IRT)
Stanford University Medical Center

Mentor: Nancy Roderer

Mary Piorun

Director, Lamar Soutter Library (2017), University of Massachusetts Medical School
(earlier appointments: Director of NNLM New England Region and Associate Director, Community, Technology, and Global Relations, Lamar Soutter Library)

Mentor: Patricia L. Thibodeau

Neville Prendergast

Director, Rudolph Matas Library of the Health Sciences
Tulane University

Mentor: Carol G. Jenkins

2008-2009 class

Laura K. Cousineau

Director of Library Services, American University of Antigua College of Medicine
(earlier appointments: Director, Biomedical Libraries, Dartmouth College Libraries)

Mentor: Gail Yokote

Melissa L. Just

Dean, University Library, University of Saskatchewan
(earlier appointments: Director, Biomedical Library, University of California, San Diego; Associate University Librarian for Research and Instructional Services, Rutgers University Libraries)

Mentor: Cristina A. Pope

Sandra I. Martin

Director, Shiffman Medical Library
Wayne State University

Mentor: Gary Freiburger

2009-2010 class

Irma Quiñones

Health Sciences Library, University of Memphis
(earlier appointments: Director, Conrado F. Asenjo Library, Medical Sciences Campus University of Puerto Rico)

Mentor: Judith S. Cohn

Debra C. Rand

Corporate Director of Libraries
Hofstra Northwell School of Medicine
Northwell Health, Hofstra University

Mentor: Laurie L. Thompson

2010-2011 class

Tania P. Bardyn

Associate Dean of University Libraries
Director, Health Sciences Library
Director, NN/LM Pacific Northwest Region
University of Washington

Mentor: Julia F. Sollenberger

Keith Cogdill

Director, Division of Library Services
National Institutes of Health

Mentor: Cynthia L. Henderson

Kelly Gonzales

Director, Medical Center Library
University of Texas Southwestern Medical School

Mentor: Barbara Epstein

Deborah Sibley

Exec. Director, HAM-TMC Libraries, Houston
(earlier appointments: Director of Libraries, LSU Health, New Orleans)

Mentor: Brett Kirkpatrick

2011-2012 class

Martha F. Earl

Director, Preston Medical Library
University of Tennessee Graduate School of Medicine, Knoxville

Mentor: Connie Poole

Shannon D. Jones

Library Director
Medical University of South Carolina

Mentor: R. Kenny Marone

Jennifer McKinnell

Director, Health Sciences Library
McMaster University

Mentor: Cynthia Robinson

Jeffrey D. Williams
Director, Health Sciences Libraries
New York University
Mentor: A. James Bothmer

2012-2013 class

Donna R. Berryman
Interim Associate University Library of Research, Collections and Outreach, University
Libraries, University of Buffalo (2020-present)
(earlier appointments: Head Health Sciences Library Services, University of Buffalo;
Director, Medical Center Libraries and Technologies (2017)
University of Rochester Medical Center
Mentor: Paul A. Schoening

Rose Bland
Director, Shimberg Library
University of South Florida
Mentor: Kathryn Carpenter

Melissa DeSantis
Director, Health Sciences Library
University of Colorado Anschutz Medical Campus
(earlier appointments: Interim Director, Univ. of Colorado Health Sciences Library)
Mentor: Neil Rambo

John Gallagher
Director, Cushing Medical Library
Yale University School of Medicine
(earlier appointments: Interim Director, Cushing Medical Library)
Mentor: Gretchen Arnold

2014-2015 class

Rikke Ogawa
Director, Louise M. Darling Biomedical Library
University of California Los Angeles
Mentor: Jane Blumenthal

Kelly Thormodson

Associate Dean of Library and Information Services, Library Director, Harrell Health Sciences Library

Penn State College of Medicine

(earlier appointments: Director, Harley E. French Library of the Health Sciences 2017-2019, The University of North Dakota School of Medicine & Health Sciences)

Mentor: Kerry A. O'Rourke

Megan von Isenburg

Director, Medical Center Library and Archives

Duke University

Mentor: Marianne D. Burke

Matthew Wilcox

Director, Edward and Barbara Netter Library, Quinnipiac University

Mentor: Leslie C. Schick

2015-2016 class

Rick L. Fought

Assoc. Professor & Director, Health Sciences Library, University of Tennessee Health Sciences Center

Mentor: Andrea Twiss-Brooks

Stephanie Kerns, MLS

Director, Biomedical Libraries, Dartmouth University, NH

Mentor: Julia F. Sollenberger,

J. Dale Prince, MA, MLS, AHIP

Director of Libraries at Louisiana State University Health Sciences Center in New Orleans, LA (2018)

Mentor: Anthony Frisby, PhD

2016-2017 class

Elizabeth Ketterman

Director, Laupus Health Sciences Library, East Carolina University (2017)

Mentor: MJ Tooey,

William (Will) Olmstadt

Executive Director, Health Sciences Library, LSU Health Shreveport

Mentor: Michael (Mike) Kronenfeld

Melissa Rethlefsen

Executive Director, Health Sciences Library and Informatics Center

University of New Mexico Health Sciences Center

(earlier promotion: Fackler Director of the Health Science Center Libraries and Associate Dean of the UF George A. Smathers Libraries, University of Florida)

Mentor: Judith (Judy) Cohn

2017-2018 class

Amy Allison

Associate Dean for Library Services and Library Director

Geisinger Commonwealth School of Medicine, Scranton PA

Mentor: Cynthia Robinson

Philip Walker

Director, Annette & Irwin Eskin Biomedical Library

Vanderbilt University, Nashville, TN

Mentor: Teresa L. Knott

2018-2019 class

Mellanye Lackey, MSI, AHIP

HSL Director

University of Nevada, Las Vegas

Mentor: Chris Shaffer

Katherine (Katie) Prentice

Executive Director, The TMC Library

Texas Medical Center, Houston, TX

Mentor: Ellen Nordre Sayed