

AAHSL FUTURE LEADERSHIP COMMITTEE 2010 ANNUAL REPORT

The AAHSL Future Leadership Initiative was undertaken in 2000 to promote recruitment and development of first class leaders in academic health sciences libraries, through activities in the areas of recruitment, education/training/mentoring, and research.

The Future Leadership Committee met in person on November 5 in Washington, DC, in addition to working by telephone and email.

The National Library of Medicine confirmed its ongoing support for the NLM/AAHSL Leadership Fellows Program. It asked AAHSL to submit a proposal for continuation of funding for the 2011-2014 period (years 10 through 12) and stated that a total of \$181,911 would be made available.

Colleen Cuddy was appointed to a director position this year, bringing the total of former fellows in these leadership positions to 16. Twenty-three of 40 former fellows have been promoted to director or other positions of higher responsibility, and fellows continue to add to their leadership portfolios through other honors and roles.

The committee completed the successful offering of the second symposium for new AAHSL directors. A total of 32 new directors participated in the 2006 and 2009-2010 symposia.

The accomplishments for 2010 are described below for the major areas of focus.

- **NLM/AAHSL Leadership Fellows Program**
(Committee working group: Bunnett, Consales, Martin, Morgan, Perry, Lipscomb)

The eighth class of the NLM/AAHSL Leadership Fellows Program completed its year in November. Fellows (Heidi Nickisch Duggan, Irma Quiñones, Bart Ragon, Debra Rand, and Keir Reavie) and mentors (Dorothy Spencer, Judith Cohn, Elaine Martin, Laurie Thompson, and Eric Albright) worked together in fellow-mentor pairs.

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

The cohort worked together face-to-face with faculty and committee leadership during the year, providing the opportunity for fellows to get to know other directors.

The half-day Leadership Institute, held in conjunction with the MLA Annual Meeting on May 22, included faculty Kathryn Deiss and DeEtta Jones Young and committee representatives, in addition to cohort members. This year's group of fellows was unusual in that two were appointed as director at the beginning of the program year due to timing at their institutions. To meet the needs of all the fellows, the institute curriculum was adjusted to include content of value to current and future directors. The meeting focused on an institutional analysis exercise, as well as practical career advice and reflection on the life of a director. Former fellows Teresa Knott and Neville Prendergast were guest panelists and shared with the group their experience as candidates and as new directors.

The 2009-2010 class met for the final time at the Capstone in Washington, DC, November 2-4. The event presented the role of organizations important to academic health centers, introduced key players, and addressed external issues shaping libraries and their implications for library directors. Representatives from ARL, NLM, Health and Medicine Counsel of Washington, LC, Howard University, NIH, SPARC, AAMC, AMIA, and AAHSL met with the group. Some of the issues crossing organizational lines were information policy and funding, scholarly communications, the health care workforce, and a comparison of national libraries. Additions this year included a discussion between an academic medical center dean and library director and meeting with Deanna Marcum of LC. Presenters included those who regularly come to the Capstone as well as first-time speakers; their participation seems to strengthen their relationship with AAHSL, in addition to the benefit for the fellows. A reception and graduation ceremony at the conclusion of the Capstone recognized the achievement of the fellows and mentors. Since the Capstone was held just prior to the AAMC/AAHSL annual meetings in Washington this year, the fellows were encouraged to stay for the meetings and received free registration to the AAHSL educational seminar. About 50 guests were able to attend the graduation event this year due to its timing, including AAHSL members and the new cohort.

The cohort also met for monthly videoconference sessions between in-person events. Mentors and other faculty presented and facilitated cohort discussions. For the first time, fellows partnered with their mentors in preparing the sessions, and they were responsible as a group for the final presentation. Topics addressed in the virtual curriculum were: budgeting and planning (Rick Forsman course, Eric Albright), E-science (Elaine Martin), assessment (Laurie Thompson), fundraising (Dottie Spencer and ECU staff), diversity and cross-cultural communication skills (DeEtta Jones Young), power and influence (Judy Cohn), and lessons learned and reflections (all fellows). Fellows were asked to complete assignments in advance of the sessions, including readings and activities such as completing an online course or exploring fundraising activities on campus. New topics suggested by the cohort were assessment and the fellows' summary. The cohort had a wiki for their learning plans, site visit reports, curriculum, and other communication, as well as listservs.

Nearly 50 current and former fellows and mentors attended the annual reunion in Washington on May 22. The event contributes to the goal of building connections

among the classes. With the selection of the 2010-2011 class, 45 fellows and 37 different mentors (some mentors have served more than once) will have participated in the program. Forty-seven percent of full-member libraries (56 institutions) have had a mentor or fellow on staff or have hired a fellow; many have participated multiple times in more than one category.

Publicity for the call for applications for the 2010-2011 class was disseminated, with an application deadline of August 2 (<http://data.memberclicks.com/site/aaahsl/NLM-AAHSL-Leadership-Fellows-Program-Application.pdf>). From a group of outstanding applicants, a very competitive process resulted in the selection of the ninth class of fellows (Tania Bardyn, Keith Cogdill, Kelly Gonzalez, Deborah Sibley, and Susan Nash Simpson). Directors were asked to indicate a preliminary interest in serving as mentor, and the committee invited them if a suitable match was identified. Fellows were matched with mentors (Julia Sollenberger, Cynthia Henderson, Barbara Epstein, Brett Kirkpatrick, and Jean Shipman) according to connections between fellow interests and mentor expertise and library characteristics. As in 2009-2010, four of the mentors will be participating in the program for the first time.

The new class held its initial meeting with faculty and committee representatives at the Orientation November 5 at the AAMC Annual Meeting. The day included introductions and group debriefing of the leadership instruments completed prior to the session, along with facilitated discussions of program expectations, intentional leadership, mentoring relationships, environmental scanning, and taking advantage of the AAMC conference. One-on-one debriefing telephone conversations between Kathryn Deiss and the fellows were again conducted, to enhance the use of the leadership reports as developmental opportunities to pursue during the program experience.

Previous mentors met with new mentors on November 7 at the AAMC Annual Meeting for the annual “mentor-the-mentors” session to share their experiences and expectations. Areas of discussion included the role of the mentor, learning plans, site visits, communication with the fellow, contribution to the cohort, impact on mentors, and impact on staff. Eighteen mentors attended.

NLM, through a subcontract from the South Central Region of the NN/LM, supports with AAHSL the travel, management, and other costs of the program. NLM has already renewed its support for the 2011 through 2014 program years. AAHSL has renewed its annual contract with Deiss and Jones Young to provide curriculum content and facilitation for the program.

- **Scholarships**
(Committee working group: Boilard, Lipscomb)

Five AAHSL Leadership Scholarships
(<http://www.aaahsl.org/mc/page.do?sitePageId=85339>)

of up to \$2500 each were awarded in April to support attending the ACRL/Harvard Leadership Institute for Academic Librarians (Keith Cogdill, Deborah Lauseng, and Roger Russell) the TRLN Management Academy (Christie Silbajoris; the scholarship was later postponed to 2011) and a master's level course in organizational change (Michelle Frisque). The institutions of the recipients supplemented the costs of participation.

The Leadership Scholarships are part of the continuum of the AAHSL leadership program and can be awarded to someone at an earlier point in their director career track who may not be ready for the Leadership Fellows Program. Institutions and AAHSL share in supporting the costs of the learning opportunity.

Reports from all scholarship awardees evaluating their training are posted at <http://data.memberclicks.com/site/aaahl/AAHSL-Leadership-Scholarship-Reports.pdf>.

Since 2003, 43 scholarships have been awarded.

- **Continuing Education Course**

(Committee working group: Shedlock, Tooley, with Jenkins)

Jim Shedlock, Carol Jenkins, and M.J. Tooley taught MLA CE 203 “Do You Want to be a Library Director? Knowledge, Skills and Career Paths” to 7 students on May 22. They also revised the website that supplements the class. They received the highest scores on the MLA evaluations. The course was not included on the roster for the 2011 annual meeting by the MLA CE committee. The instructors have applied for consideration to be included in the 2012 meeting in an expanded six-hour format.

- **New Directors Symposium**

(Committee working group: Epstein, Henderson, Lipscomb)

The goal of the AAHSL New Directors Symposium, during the period of November 2009 through May 2010, was to introduce new directors to a professional community that will contribute to their success at their own institutions and as members of AAHSL. Through a format of virtual meetings combined with in-person meetings held in conjunction with annual AAHSL/AAMC and MLA conferences, 20 new and acting directors participated. Experienced directors served as faculty and participated in meetings: Carol Jenkins, Elaine Martin, Brett Kirkpatrick, Lynn Kasner Morgan, Barbara Epstein, Sandra Franklin, and Cynthia Henderson. Following the keynote session in Boston in 2009, facilitated by Maureen Sullivan, webinars on future roles for libraries and technology and the library were held in 2010. New directors worked in small groups to prepare for the webinars. The symposium concluded with a dinner and one-and-a-half days of in-person sessions. Topics included developing a high-performance staff and the life of a director. NLM, AAMC, IMLS, ARL, and AAHSL also sent representatives to meet with the group. Participants gave a very positive evaluation of the program, with the highest ranked outcome being the benefit of meeting and networking with other library directors. A full report of the symposium

is available at

http://data.memberclicks.com/site/aaahl/new_directors_symposium_report_2010.pdf.

- **Research and Recruitment**

(Committee working group: Cuddy, Shedlock, Lipscomb)

A roster of director vacancies is maintained, to augment the 2007 survey on projected vacancies showing that one-third of current directors intended to retire before 2011 and another third between 2012 and 2016. In 2010, an average of 18 institutions at a time had vacant positions or interim appointments or were new medical schools in the approval process.

The AAHSL recruitment guide, *Recruiting and Selecting Academic Health Center Library Directors: A Guide*

(http://data.memberclicks.com/site/aaahl/Recruitment_Guide_2005.pdf),

is encouraged for use by institutions with director vacancies as well as by persons seeking positions.

- **Marketing**

Elaine Martin gave an invited paper on the Leadership Fellows Program as a model for developing new talent to the Diversity and Leadership Committee at the Association of Research Libraries membership meeting in Washington, DC, on October 13.

The Leadership Fellows Program and its participants were recognized at the MLA Annual Meeting during the NLM Update.

AAHSL Future Leadership Committee 2009-2010

Judy Consales, Co-Chair

Elaine Martin, Co-Chair

Lynn Kasner Morgan, Co-Chair Designate

David Boilard

Brian Bunnett

Colleen Cuddy

Cynthia Henderson

Jerry Perry

Barbara Epstein, ex officio through 5/10

James Shedlock, ex officio

M.J. Tooley, AAHSL Board of Directors Liaison

Carolyn Lipscomb, Program Manager

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