

AAHSL FUTURE LEADERSHIP COMMITTEE 2011 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 6 in Denver, in addition to working by telephone and email.

The Leadership Fellows Program will celebrate its tenth anniversary in 2011-2012, thanks to the support of the sponsors, NLM and AAHSL, and the contributions of fellows, mentors, and committee members.

The National Library of Medicine, through the Houston Academy of Medicine - Texas Medical Center, prepaid its funding for the next three program years, 2011 through 2014, before the end of the last NN/LM contract in April.

Two fellows in the 2010-2011 cohort, Tania Bardyn and Keith Cogdill, were appointed to director positions, and Laura Cousineau will assume a director position in 2012. This brings the total of former fellows who have achieved these leadership positions to 19.

The accomplishments for 2011 are described below for the major areas of committee focus.

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

The ninth class completed its year in September. Fellows (Tania Bardyn, Keith Cogdill, Kelly Gonzalez, Deborah Sibley, and Susan Nash Simpson) and mentors (Julia Sollenberger, Cynthia Henderson, Barbara Epstein, Brett Kirkpatrick, and Jean Shipman) worked together in fellow-mentor pairs.

The committee leadership and program faculty reassessed the curriculum and made modifications to strengthen the support for fellows in leadership at the director level. The virtual sessions encouraged fellows to think strategically about topics and to analyze themselves and their organizations. Fellows also had the opportunity to observe leadership strategies during the site visits. Program coordinators emphasized connections between curriculum components, including integrating the results of the self-assessment instruments throughout the year. The Leadership Institute at MLA focused on analysis of organizational culture and climate.

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 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.

Building on the Orientation and learning plans, the cohort met on a monthly basis in 2011 for journal clubs and in-person meetings. Mentors and others facilitated the assignments and discussion in the virtual sessions. Topics covered were budget strategies (Brett Kirkpatrick), workforce issues (Cynthia Henderson), diversity and inclusion (DeEtta Jones), revenue generation (Jean Shipman), e-science (Elaine Martin) and power and influence (Barbara Epstein). The area of workforce issues was added to the schedule at the suggestion of the cohort. Fellows were asked to respond to a sequence of budgeting scenarios, analyze generational workplace characteristics, investigate institutional diversity and inclusion plans, inventory institutional revenue generation sources and meet with a development officer, interview a basic or clinical researcher about data issues, and do readings on power and influence.

The University of Massachusetts provided technical support for Adobe Connect used for the virtual sessions. Michelle Eberle worked with the program manager to assist participants. This proved particularly useful as NIH instituted changes to Adobe Connect this year and technical problems were encountered.

The cohort also worked together face-to-face with faculty and committee leadership, providing the opportunity for fellows to get to know other directors better. The half-day Leadership Institute on May 14 in Minneapolis included an exercise to reflect on organizational culture and discussion of the impact of culture and climate on personal career fit and moving organizations forward. Colleen Cuddy and Melissa Just shared their experiences as candidates and new directors with the group.

The 2010-2011 class met for the final time at the Capstone in Washington, DC, September 14-16. 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 Georgetown University, ARL, NLM, AAMC, LC, NAL, NIH, SPARC, AACN, AAHC, AMIA, and AAHSL met with the group. Some of the issues crossing organizational lines were information policy and funding, scholarly communications, health care reimbursement, and collaboration among national libraries. New sessions this year included a meeting with high-level representatives of the three national libraries: Deanna Marcum of LC, Simon Liu of NAL, and Sheldon Kotzin of NLM. 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 on Thursday night of the Capstone recognized the achievement of the fellows and mentors and was attended by meeting participants and local library leaders. DeEtta Jones, Lynn Kasner Morgan, Tania Bardyn, Julia Sollenberger, Connie Poole, Betsy Humphreys, and Donald Lindberg made remarks. The Capstone occurred earlier than some years to accommodate the calendars of cohort members, though historically three Capstones have taken place in September, three in October, and three in late October/November.

Publicity for the call for applications for the 2011-2012 class was disseminated, with an application deadline of August 1 (<http://data.memberclicks.com/site/aaahl/NLM-AAHSL-Leadership-Fellows-Program-2011-2012.pdf>).

From a group of outstanding applicants, a competitive process resulted in the selection of the tenth class of fellows (Martha Earl, Shannon Jones, Jennifer McKinnell, Douglas Varner, and Jeffrey Williams). Directors were asked to indicate a preliminary interest in serving as mentor, and the committee invited directors if a suitable match was identified. Fellows were matched with mentors (Connie Poole, Kenny Marone, Cynthia Robinson, Evelyn Morgen, and James Bothmer) according to connections between fellow interests and mentor expertise and library characteristics. All five mentors will be participating in the program for the first time.

The new class attended the AAMC/AAHSL meetings in Denver and held its Orientation with faculty and committee representatives November 4. In preparation, members completed leadership assessment instruments, and Kathryn Deiss held one-on-one debriefing telephone conversations with fellows to enhance use of the leadership reports as developmental opportunities to pursue during the program experience. The Orientation included introductions and group debriefing of the leadership instruments, along with facilitated discussions of program expectations, intentional leadership, mentoring relationships, environmental scanning, and taking advantage of the AAMC conference.

The program continued its goal of building connections among classes. The annual reunion in Minneapolis on May 14 was attended by at least 50 fellows and mentors. Previous mentors met with new mentors on November 6 at the AAMC Annual Meeting for a “mentor-the-mentors” reception to share their experiences. With the selection of next year’s class, 50 fellows and 42 different mentors will have participated in the program. About half of AAHSL institutions (52% of full members) have had either a mentor or fellow on staff or have hired a fellow.

The committee contacted the Medical Library Association about its announcement that mentors, including those in the Leadership Fellows Program, will receive one AHIP point per year. We expressed our opinion that this policy does not reflect the commitment and time required from mentors in this program and provided documentation. Our inquiry was referred to the MLA Credentialing Committee.

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

Five AAHSL Leadership Scholarships (<http://www.aaahl.org/mc/page.do?sitePageId=85339>) of up to \$2500 each were awarded to support attending the ACRL/Harvard Leadership Institute for Academic Librarians (André Nault), the TRNLN Management Academy (Christie Silbajoris; the scholarship was awarded in 2010 and postponed to 2011 when the academy was delayed) and independent site visits to academic health sciences libraries (Blair Anton and Michael McGraw). One scholarship award was rescinded when the person was no longer employed at an AAHSL library.

After the round of scholarship applications, the committee proposed to the Board of Directors that 2012 scholarship funds be reallocated to increasing the Leadership Fellows Program cohort

size to six fellows, subject to the fellow candidate pool. Demand for scholarships is typically low, and the impact of the Leadership Fellows Program in improving the director candidate pool is recognized. The cost of the scholarship program and an additional fellow/mentor pair is roughly equal. The Board of Directors approved the concept of a sixth fellow, but wanted to maintain the scholarship program and allocated non-committee funds of \$4000 for scholarships for another year. However, the Leadership Fellows Program working group determined that five fellows should be selected for the cohort in 2011-2012. Discussion among committee and board members revealed differing opinions about the value and purpose of the scholarships. The scholarships have been viewed as part of the continuum of the AAHSL leadership program to encourage and prepare directors at different stages of their careers, but some saw a role for AAHSL in leadership training for other leadership roles in AAHSL libraries, including middle managers not in a director track. The board has allocated \$8000 for 2012 for the committee to spend on scholarships as it determines, as well as authorizing a sixth fellow if one is identified.

Reports from all scholarship awardees evaluating their training are posted at http://data.memberclicks.com/site/aaahl/2010_AAHL_Report_from_Leadership_Scholars.pdf Since 2003, 46 scholarships have been awarded.

- **Continuing Education Course**
(Committee working group: Shedlock, Tooley, with Jenkins)

Jim Shedlock, Carol Jenkins, and M.J. Tooley submitted a proposal to the MLA Continuing Education Committee to teach MLA CE 203 “Do You Want to Be a Library Director? Knowledge, Skills and Career Paths” at the 2012 Annual Meeting, and the course was selected for the roster. The instructor team will offer an expanded six-hour course. At the CEC’s suggestion, they have added a component addressing the needs of interim directors. The course has been taught six previous times between 2002 and 2010.

- **New Directors Symposium**
(Committee working group: Robinson, Shedlock, Lipscomb)

The committee believes the number of new directors is reaching the critical size to offer the next symposium beginning in 2012. It also thinks the extended format of the 2009-2010 symposium with in-person and virtual meetings was successful. A poll of prospective participants to confirm these opinions and to gather input on the location and timing of program components was conducted. The committee will submit a proposal when the schedule has been determined. The 2012 budget request includes funds for a potential initial meeting in San Francisco in conjunction with the AAMC meeting.

- **Research, Recruitment, and Marketing**
(Committee working group: Cuddy, 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 2011, up to 12 existing institutions at a time were recruiting or had vacant positions or interim appointments; another three associate AAHSL members had

vacancies. Ten new medical schools in the LCME approval process did not have director appointments.

The AAHSL recruitment guide, *Recruiting and Selecting Academic Health Center Library Directors: A Guide* (http://data.memberclicks.com/site/aaahsl/Recruitment_Guide_2005.pdf), is encouraged for use by institutions with director vacancies as well as by persons seeking positions. A revision of the guide is planned for 2012.

Press releases about the Leadership Fellows Program are shared widely with library groups and institutions during recruitment and announcement of the cohort. An abstract for a poster at the 2012 MLA meeting on the ten years of the Leadership Fellows Program was accepted, and the committee plans to submit another abstract for the AAMC meeting.

AAHSL Future Leadership Committee 2010-2011

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