

BUILDING A FARM TEAM

The NLM/AAHSL Leadership Fellows Program

10 Years of Developing New Academic Health Sciences Library Directors

Objective

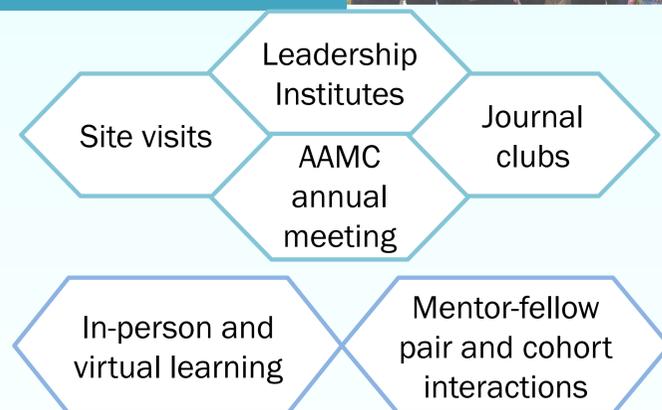
In response to a documented need to build the next generation of leadership for academic health sciences libraries, the Association of Academic Health Sciences Libraries, with co-sponsorship from the National Library of Medicine, initiated a program to identify, encourage, and develop candidates for director. The poster measures program results and identifies factors of success.

Methods

The NLM/AAHSL Leadership Fellows Program:

- launched in 2002
- five fellows selected annually through competitive process and paired with mentors who are current AAHSL directors
- opportunity to work collaboratively with mentor and with other fellows and mentors in cohort
- yearlong program balances in-person and virtual learning
- opportunity to experience another library environment during site visit to mentor's library
- fellow and mentor pairs spend extended time together during site visits and communicate regularly during year

Program Curriculum



"I can't stress enough the value of the program as a key factor in my being appointed to a director position. It not only strengthened my professional skills, but also enhanced my vision. My mentor provided encouragement, constructive criticism and valuable support. My administration recognized the merit of the NLM/AAHSL connection and felt it added a 'seal of approval' to the appointment."

—Judy Consales, University of California, Los Angeles, 2002-03 Fellow

The NLM/AAHSL Leadership Fellows Program continued:

- cohort of fellows and mentors comes together with faculty for three leadership institutes, including Capstone event in Washington, DC, with meetings with leaders of AAHSL partner organizations, and for Web-based journal clubs
- attendance at Association of American Medical Colleges annual meeting offers exposure to broader community in which libraries function

Program results measured by:

- number of fellow graduates who have assumed director positions
- formal qualitative evaluation study of first three cohorts using focus groups and interviews to collect data from fellows, mentors, home directors, and program initiators
- AAHSL member involvement as indicated by number of institutions who have participated

Results

Outcomes Identified by Fellows	Outcomes Identified by Mentors	Success Factors
<ul style="list-style-type: none"> • Enhanced leadership skills • Credibility as director candidate • Cohort of peers sharing career aspirations 	<ul style="list-style-type: none"> • Personal and institutional benefit • Opportunity to reflect on own leadership • Opportunity to learn from fellow and others in program 	<ul style="list-style-type: none"> • Focused purpose and target audience • Program design • Cohort relationships • Sponsor support • Experienced faculty

As the reputation of the program has grown, search committees have sought out graduates as potential candidates.

- 19 (42%) of fellows who have completed program have received director appointments to date
- Overall, 28 (62%) of former fellows have been promoted to director or other positions of higher responsibility

The qualitative evaluation study assessed the effectiveness of the program and provided recommendations for the future.

The focus groups examined:

- expected outcomes
- program benefits
- program components
- mentor-fellow relationships
- cohort relationships
- supervisor interaction
- support system
- impact of the program

Program Achievements



92	• Number of fellow and mentor participants
19 (42%)	• Director positions achieved by fellows
52%	• Participation of member libraries

Interviews with persons from sponsors assessed:

- background of program and changes
- success factors and challenges
- relationship with affiliated organizations
- outcomes and lessons

The program continues to evolve:

- evaluation study guided modifications and enrichments
- program design and curriculum respond to changes in environment
- annual evaluations from cohort participants inform ongoing review of content and structure
- program faculty update content annually

Conclusions

The NLM/AAHSL Leadership Fellows Program is a successful model for leadership development.

- One objective is to offer recognition to emerging leaders and enhance their competitive standing as they pursue director positions. The significant number of graduates who have become directors is concrete indication that the goal of the program to prepare future directors is being achieved.
- Including the current class, 50 fellows and 42 different mentors have participated. Fifty-two percent of AAHSL full-member institutions have had a mentor, fellow, or have hired a fellow, indicating broad impact.
- Long-term involvement of AAHSL leadership, NLM, and the AAHSL Future Leadership Committee, program faculty, and mentors has strengthened the program and fostered stability and widespread recognition.

"I learned as much from my fellow as she did from me, I'm sure. We helped each other to examine our own leadership qualities, think through tough issues, and imagine the future. And the interactions with the facilitators and cohort expanded our minds in so many ways. What a great way to grow!"

—Julia Sollenberger, University of Rochester Medical Center 2010-2011 Mentor



Lipscomb CE, Martin ER, Peay WJ. Building the next generation of leaders: the NLM/AAHSL Leadership Fellows Program. *Journal of Library Administration* 2009 Nov/Dec;49(8):847-67.

NLM/AAHSL Leadership Fellows Program, 2011-2012: brochure and application. <http://data.memberclicks.com/site/aaahsl/NLM-AAHSL-Leadership-Fellows-Program-2011-2012.pdf>

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