

**NLM/AAHSL LEADERSHIP
FELLOWS PROGRAM
2013-2014**

BROCHURE AND APPLICATION



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PROGRAM OVERVIEW

The Association of Academic Health Sciences Libraries (AAHSL) is pleased to announce the 2013-2014 year of the leadership program jointly sponsored by the National Library of Medicine (NLM) and AAHSL. In response to the confirmed need for future leadership, the NLM/ AAHSL Leadership Fellows Program is focused on preparing emerging leaders for the position of library director in academic health sciences libraries. Fellows will have the opportunity to develop their knowledge and skills in a variety of learning settings, including exposure to leadership in another environment. They will be paired with mentors who are academic health sciences library directors. In addition to the individual relationship with their mentors, fellows benefit from working collaboratively with other fellows and mentors. Experienced program faculty and mentors will provide content and facilitation for the cohort. The program takes advantage of flexible scheduling and an online learning community to minimize disruption to professional and personal schedules. The sponsors will provide financial support for a small cohort of fellows and will underwrite travel and meeting expenses.

The one-year program design is multi-faceted: three in-person leadership institutes; attendance at an Association of American Medical Colleges (AAMC) annual meeting; a yearlong fellow/ mentor relationship; webinars and discussions on issues related to library leadership; and a two-week site visit to the mentor's home library.

"In partnership with the National Library of Medicine, the program has been a model for best practices in association leadership development for more than a decade. AAHSL is justifiably proud of the future leaders the program has nurtured."
—M.J. Tooley,
President, AAHSL

The program is designed to:

- Introduce fellows to leadership theory and practical tools for implementing change at organizational and professional levels;
- Introduce fellows to critical issues facing academic health sciences libraries;
- Develop meaningful professional relationships between fellows and mentors that give fellows access to career guidance and support;
- Expose fellows to another academic health sciences library and its institutional leadership under the guidance of their mentors;
- Examine career development and provide models of directors to fellows;
- Create a cohort of leaders who will draw upon each other for support throughout their careers;
- Promote diversity in the leadership of the profession;
- Offer recognition to emerging leaders and enhance the competitive standing of fellows as they pursue director positions.

Information on requirements and application to the program may be found on p. 9 for fellows and p. 12 for mentors. Applications from qualified minority candidates are encouraged.

PROGRAM BACKGROUND

"I found the program to be especially helpful in encouraging me to start thinking like a director. It gave me a chance to do self-reflection in terms of my leadership style, my professional ethos, and my goals for becoming a library director. I am walking away from the program much more confident in my ability to chart a vision for the library."

—Shannon Jones,
Virginia Commonwealth
University
2011-12 Fellow

In 2000, in response to a perceived need to recruit and develop first-class leaders in academic health sciences libraries, AAHSL undertook a Future Leadership Initiative, with goals related to recruitment; education and training; mentoring; and research. The results of data collected by AAHSL—on retirement plans of current directors, ages of AAHSL professional staff, and readiness and interest of staff to become directors—document the importance of recruiting leaders to the academic health sciences library field and of identifying and cultivating leaders through training and mentoring programs. As part of its initiative, AAHSL has published a recruitment guide for directors for use by institutional leadership, taught a continuing education course for future directors, awarded scholarships for leadership training, and offered a symposium for new AAHSL directors.

In 2002, NLM and AAHSL jointly inaugurated the NLM/ AAHSL Leadership Fellows Program. NLM provided funding for the initial three years and subsequently renewed its support for three additional three-year periods. AAHSL also subsidizes costs of the program. Both sponsors place a high priority on support of the program. The program was offered in cooperation with the Association of Research Libraries Office of Leadership and Management Services, which contributed to program design and management, from 2002 to 2006.

A formal evaluation study of the first three years, funded by NLM, was conducted in 2006-2007, confirming the program's contribution to the quality of leadership in the profession. Fellows pointed to enhanced leadership skills and credibility as a director candidate and gaining a cohort of peers who share career aspirations as outcomes of the program. Mentors not only contributed to the career development of fellows; they also felt personal and institutional benefit from participation, through the opportunity to reflect on their own leadership and to learn from their fellow and others in the program. AAHSL is undertaking a new study in 2013 on the impact of the program for fellows.

Fifty-five fellows and forty-six different mentors have participated in the program in the first eleven classes. To date, twenty-two fellows have received director appointments; overall, 66% of fellow graduates have been promoted to director or other positions of higher responsibility.

PROGRAM DESIGN

The NLM/ AAHSL Leadership Fellows Program comprises six components over a one-year timeframe: (1) a one-day opening Orientation and attendance at an AAMC Annual Meeting, (2) an ongoing mentoring relationship, (3) a half-day Leadership Institute, (4) a two-week library site visit, (5) webinars and discussions, and (6) a three-day Capstone event. These elements are designed to balance leadership development training with personal interaction and practical experience.

Fellows and mentors will participate together in all the components. The program combines a group curriculum with individually-based events.

A full twelve months will be used to build a “community of learners” who will engage in in-person exchanges, distance learning, and hands-on site visits. This experientially based design capitalizes on existing resources and enables fellows to internalize the training and develop relationships with peers and mentors.

Many of the relationships developed over the course of the program endure after the year is over. The program also facilitates a broader community among all the classes of fellows and mentors. As the program matures, there is increasing opportunity for participants to be a part of a group of identified leaders and to meet informally with other classes.

"The relationships that I have forged and that I have had the opportunity to share in this program will provide energy and support throughout the rest of my career. I appreciate the time invested by the faculty and especially by my mentor."

—Martha Earl,
University of Tennessee Knoxville
2011-12 Fellow

MAJOR LEADERSHIP DEVELOPMENT COMPONENTS

The major program components are summarized below to show how each step builds on the previous learning experience and to illustrate the quality of the overall design.

Orientation and Leadership Institute

The Orientation, on October 31, 2013, held in conjunction with the AAMC Annual Meeting in Philadelphia, PA, is the first opportunity for fellows, mentors, and faculty to meet in person. Prior to this meeting, the community of learners will be connected electronically through the program's Virtual Learning Community. The initial overview meeting will include a description of the curriculum, provide a chance for faculty, fellows, and mentors to state their expectations, and serve as a first opportunity for fellows to get to know each other and to outline their selected areas of professional interest. The program also supports attendance at the 2013 AAMC Annual Meeting to encourage exposure to issues and members of the academic medicine community.

A half-day Leadership Institute will be scheduled in conjunction with the Medical Library Association (MLA) Annual Meeting in May 2014, in Chicago, IL. This in-person event will serve as an additional opportunity to build the cohort and allow faculty to follow up with fellows and mentors midway through the program, ensuring open and timely communication.

Both the Orientation and the Leadership Institute will include presentation of and discussion about leadership issues affecting academic health sciences libraries and the larger professional community as well as individual career issues. Faculty experienced with the program and with expertise in leadership and career development instruction will design and facilitate the events.

Mentor Relationship and Site Visit

The relationship for fellows with their mentors is the thread that ties the program pieces together. Fellows are paired with mentors based on the fellow's expressed professional development areas and the mentor's fields of interest and areas of expertise, as well as characteristics of the mentor's institution.

Fellow and mentor pairs will establish mutual expectations for their newly developed working relationship. They are expected to communicate on a regular and frequent basis

"The program has given me the opportunity of mentoring a talented and visionary librarian. I've learned at least as much as I've given. I now have a fresh perspective on my own leadership role at my institution and insights into other libraries. I'm looking forward to following my fellow's career. Our profession is in good hands."

—Mentor quoted in 2012 graduation speech

to discuss topics of their choosing, such as challenges faced by the fellow and issues in their home libraries and the profession. During this time, fellows and mentors will build relationships, supporting fellows as they consider their next career decisions.

The individual site visit component is crucial to the program, giving fellows first-hand experience under the tutelage of highly committed and knowledgeable mentors representing the leaders of the academic health sciences library community. Mentors will work with fellows to design and schedule a two-week site visit to the mentor's home library, in one- or two-week segments. The design of the site visit will ensure a meaningful and instructive experience—it will be coordinated to meet mentor and fellow expectations and will fulfill the program's goal of exposing fellows to diverse leadership styles and organizational developments of which future leaders will need to be aware.

Virtual Learning Community

A Virtual Learning Community will be created to encourage online exchange of information about program components and discussion of issues and ideas that surface during the course of the program.

Leadership instruments will assist each fellow in identifying strengths and preferences and form a basis for the work the fellow does individually in the program and with the mentor. Program faculty will administer the instruments and guide each fellow through the development of a leadership profile and on applications to program components.

Between the in-person events, long-distance learning content will be offered monthly to maintain interaction of the cohort and to introduce topics of importance to academic health sciences library leadership. Webinars will be facilitated by experienced faculty and mentors with expertise in the subjects, with opportunity for fellows to undertake activities and participate in discussion with the cohort.

During 2012-2013, curriculum areas included: Power and Influence, Workforce Issues, Enhanced Library Roles, Managerial Finance, Organizational Culture, Diversity and Inclusion, and Crisis Management.

Capstone

The Capstone is the culminating event, bringing together program participants, faculty, and national leaders in the library and academic health professions. The curriculum will focus on environmental forces helping to shape academic health sciences libraries. It will provide the opportunity to meet with leaders in AAHSL and NLM and their partner organizations and to discuss with directors the implications of key issues. It will tie to concepts raised throughout the year and recognize participants' completion of the program. The Capstone will not only reinforce the cohort of fellows and mentors, but will also serve as a powerful networking experience for future academic health sciences library leaders. It will be scheduled for three days during Autumn 2014 in Washington, DC.

PROGRAM SCHEDULE

August 1, 2013	Completed application packets due
August - September 2013	Invited candidates notified of selection decisions
September 2013	Participation confirmation due Notification letters sent to all applicants
October 31, 2013	Orientation (held in conjunction with the AAMC Annual Meeting)
November 1-6, 2013	AAMC Annual Meeting, Philadelphia, PA
December 2013	Fellows/ Mentors finalize site visit schedules
January – August 2014	Site visits
January - September 2014 Dates TBA	Facilitated webinars and discussions
May 17, 2014 Date tentative	Leadership Institute (held in conjunction with the MLA Annual Meeting, May 16-21, Chicago, IL)
August 31, 2014	Deadline for completion of site visits
Autumn 2014 Dates TBA	Capstone Washington, DC

FELLOWS TIME COMMITMENT

Times do not include travel time between home and event.

- Orientation: One day, plus attendance at AAMC Annual Meeting (approximately six days total), plus preparation time
- Leadership Institute: Half day, plus preparation time
- Virtual Learning Community: Approximately 1.5 hours monthly for webinars and discussions, plus related assignments ranging from 1-5 hours each
- Site Visit: Two-week (one two-week or two one-week), plus preparation and follow-up time
- Regular ongoing communication with mentor throughout year
- Capstone: Three days, plus preparation time

FELLOWS TRAVEL INFORMATION

Fellows will be allowed a maximum of \$7,200 each for travel expenses.

Fellows may use the allotment as they choose for travel expenses, subject to the AAHSL Travel Policy. The policy and travel expense form—available at http://www.aahsl.org/assets/2013/2013_aahsl_travel-policy.pdf and http://www.aahsl.org/assets/documents/AAHSL_Travel_Form.pdf—will govern reimbursement of expenses.

The sponsors will financially support for fellows:

- Attendance at the Orientation and AAMC Annual Meeting in October - November 2013 in Philadelphia, PA, which includes: meeting registration, air and ground transportation, and up to six days' lodging and meals.
- Travel to site visit library, which includes: flexibility for one two-week site visit or two one-week site visits, and up to thirteen days' lodging and meals.
- Travel to Capstone in Autumn 2014 in Washington, DC, which includes: air and ground transportation and up to four days' lodging and meals.

Note: Funding is not provided for attendance at the MLA Annual Meeting.

FELLOWS REQUIREMENTS AND APPLICATION

The NLM/ AAHSL Leadership Fellows Program is designed for librarians with significant management experience; in most cases, a minimum of five years is the baseline for candidates to be given consideration. Applicants should have strong interest in pursuing a directorship in academic health sciences libraries, regardless of type of library background or current setting. They should also have a demonstrated record of leadership initiative and strong potential for future leadership contributions. An MLS or comparable graduate degree is required. Applications are welcomed from professionals working in academic health sciences libraries, hospital libraries, or other library or library-related environments. U.S. and Canadian citizens and permanent residents are eligible for the program. Applications from qualified minority candidates are encouraged. A small cohort of fellows will be selected.

Prospective applicants who do not yet meet these requirements may benefit from taking part in other AAHSL leadership programs (including a short course or scholarships to pursue leadership training opportunities) prior to applying for fellow.

Candidates for fellow are asked to include in their application brief responses to the questions outlined on the following page. This information will also facilitate the process of matching fellows with mentors and focus individual program design.

Potential fellows should submit applications electronically to AAHSL by Wednesday, August 1, 2013, to the following address:

aahsl@sbims.com

with a copy to carolynlipscomb@cs.com

AAHSL will acknowledge receipt of applications and prepare them for review by the AAHSL Future Leadership Committee. Please contact Carolyn Lipscomb at carolynlipscomb@cs.com if acknowledgement is not received.

Timeline

August 1, 2013	Completed application packets due
August - September 2013	Invited candidates notified of selection decisions
September 2013	Participation confirmation due Notification letters sent to all applicants

Fellow application packets should include the following. 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. **Completed Fellow Information Sheet**—please use the attached information sheet or provide the requested information in another format.

Note: NLM and AAHSL are committed to building diverse candidate pools and ensuring diversity of participation in the program. 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 only to monitor the recruitment process.

2. **CV**

3. **Responses** to each of the following questions (in approximately 500 words overall):
 - What is your interest in the program?
 - What are your career goals related to becoming a library director?
 - Identify your relevant professional experiences and leadership initiatives that meet the program’s requirements.
 - Describe the length and type of your management experience that prepares you for a director position.
 - What professional development areas would you like to pursue as part of the site visit?
 - Describe an example of how you have contributed to the promotion of diversity and/ or inclusion within the profession or at your workplace.

4. **Letter of Reference** from library director (or direct supervisor, if reporting relationship is to person above library) describing demonstrated leadership ability; potential and level of readiness to be an academic health sciences library director; and how the program will contribute to development.

5. **Letter of Support** from home institution for the following:
 - Costs associated with travel to the May 2014 MLA Annual Meeting for the Leadership Institute.
 - Support (time and other non-financial) for fellow’s full participation in all programmatic activities (two-week Site Visit to mentor’s home institution, webinars and discussions, Orientation, Leadership Institute, and Capstone).

Note: The Letter of Support from the home institution is strongly encouraged but not mandatory for consideration. In the absence of this letter, candidates are asked to supply a written statement agreeing that they understand and are able to support (financial and time commitment) participation in all aspects of the program.

Items #4 and #5 may be combined.

For questions about the application process, or to nominate a candidate for consideration, please contact Carolyn Lipscomb, Program Manager, AAHSL Future Leadership Committee, at carolynlipscomb@cs.com or 404-846-5967.

NLM/AAHSL LEADERSHIP FELLOWS PROGRAM

Fellow Information Sheet

Name (Ms./ Mr./ Dr.): _____

Title/ Position: _____

Institution: _____

Mailing Address: _____

E-mail: _____

Telephone:

(w) _____

(h) _____

(c) _____

Graduate Degrees Earned: _____

Number of Years of Significant Management Experience: _____

Race or Ethnicity (optional): _____

MENTORS TRAVEL INFORMATION

NLM/ AAHSL will financially support for mentors:

- One day's lodging and meals to attend the Orientation at the AAMC Annual Meeting, October 31, 2013.
- Air and ground transportation and up to four days' lodging and meals to attend the Capstone in Autumn 2014.

MENTORS APPLICATION

The NLM/ AAHSL Leadership Fellows Program is seeking academic health sciences library directors to serve as mentors for program fellows. The program is designed to accept a small cohort of fellows, with one mentor matched to each fellow. Mentors will be asked to participate actively in the program's success, contributing to the variety of leadership development components.

Mentors will be recruited based on interest and ability to commit time to the program; ability to participate in in-person cohort meetings; and ability to communicate regularly with and host during the site visit his or her designated fellow. Mentors will be expected to interact periodically with the cohort via the Virtual Learning Community, participating electronically in discussion as part of the online curriculum and sharing with other mentors responsibility for facilitating discussions on the webinars. Mentors will contribute to activities at cohort meetings, including working with designated fellows on exercises.

Mentor and fellow pairings will be based on the fellow's expressed professional development areas and the potential mentor's fields of interest and areas of expertise, as well as characteristics of the mentor's institution.

Mentors should meet the following criteria:

- Five years' experience at director level
- Membership in AAHSL
- U.S. or Canadian citizenship or permanent residency
- Interest in and ability to commit time, during November 2013 – November 2014, to the following program components:
 - Orientation: One day (October 31, 2013, as part of the AAMC Annual Meeting)

- Leadership Institute: Half day (May 17, 2014 (tentative date), as part of the MLA Annual Meeting)
- Virtual Learning Community: Webinars and discussions
- Two-week Site Visit, plus preparation time (January – August 2014)
- Regular ongoing communication with fellow throughout year
- Capstone: Three days (Autumn 2014)

Questions about being a mentor may be directed to committee chair Julia Sollenberger, julia_sollenberger@urmc.rochester.edu, or incoming chair Judith Cohn, cohn@umdnj.edu

Directors should indicate preliminary interest in being a mentor by sending an email message to Carolyn Lipscomb at carolynlipscomb@cs.com by August 1, 2013.

The selection committee will evaluate fellow candidates and determine the types of institutions needed for appropriate matches. At that point, directors in the mentor pool who could potentially offer these matches will be asked to confirm their participation and to supply additional information about their interests and activities, including:

- 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.
- A CV.

Timeline

August 1, 2013	Deadline for indication of preliminary interest in being in mentor pool
August - September 2013	Mentors asked to confirm participation and notified of pairing decisions