

**NLM/AAHSL LEADERSHIP
FELLOWS PROGRAM
2014-2015
BROCHURE AND APPLICATION**



2013-14 Class of Leadership Fellows and Mentors

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PROGRAM OVERVIEW

The Association of Academic Health Sciences Libraries (AAHSL) is pleased to announce the 2014-2015 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, NLM and AAHSL, 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 two weeks total on site at the mentor's home library.

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.

"In partnership with the National Library of Medicine, this program has been an outstanding vehicle for AAHSL. Nearly half of its graduates have become library directors in its first decade. It is a crown jewel of AAHSL and we look forward to producing even more visionary leaders in the future."

- A. James Bothmer,
President, AAHSL

PROGRAM BACKGROUND

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.

"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,
Assistant Director,
Medical University of
South Carolina Library
2011-12 Fellow

In 2000, in response to a documented 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. 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. Both sponsors have provided financial and other support for the program up to the present day, evidence that they continue to consider it a priority. The Association of Research Libraries, an early partner, continues to host capstone events.

Two formal evaluations of the program have been conducted by an outside expert. The goals of both studies were to assess the impact of the program on the professional development and careers of fellows and the

effectiveness of the curriculum in preparation to be a director. Taken together, these studies examined participants from 2002 through 2012. The evaluations confirm the success of the program goals and design.

Fellows pointed to enhanced leadership skills and credibility as a director candidate, building confidence, 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.

PROGRAM DESIGN

Over 90% of fellows who participated in the second evaluation said that the program solidified or increased their interest in becoming a library director. Sixty-one fellows and fifty-two different mentors have participated in the program. To date, twenty-six of fifty-five graduate fellows have received director appointments; overall, 76% of fellow graduates have been promoted to director or other positions of higher responsibility.

The NLM/ AAHSL Leadership Fellows Program comprises six components over a one-year timeframe: (1) a one-day group Orientation and attendance at an AAMC Annual Meeting, (2) an ongoing mentoring relationship, (3) a Leadership Institute, (4) two weeks spent at the mentor's library, (5) webinars and discussions, and (6) a three-day group 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.

"Through the AAHSL Leadership Fellows Program I formed wonderful supportive relationships with my cohort and of course with many AAHSL directors. I may have had one official mentor in the program but have many unofficial mentors across the country! My AAHSL network of colleagues has provided valuable advice and counsel that is helping me address the challenges in my new role. I feel incredibly grateful for their support and wisdom".

– Anne Seymour, Director,
Welch Medical Library, The Johns
Hopkins University Medical School,
2006-2007 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 November 6, 2014, held in conjunction with the AAMC Annual Meeting in Chicago, IL 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 Orientation includes a program overview, provides a chance for faculty, fellows, and mentors to get to know each other and develop initial learning plans for the year, and explores intentional leadership and creating a personal vision. The program also supports attendance at the 2014 AAMC Annual Meeting to encourage exposure to issues and members of the academic medicine community.

A one day Leadership Institute will be scheduled in conjunction with the Medical Library Association (MLA) Annual Meeting in May 2015, in Austin, TX. This in-person mid-point event helps to bond the cohort, further develops leadership skills, and ensures that the program is addressing the needs of participants.

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 leadership development expertise will design and facilitate the events.

"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

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 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 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 visit of two weeks, either consecutive or separate, to the mentor's home library. 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 its 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 2013-2014, curriculum areas included: Power and Influence, Workforce Issues, Enhanced Library Roles, Managerial Finance, Strategic Planning, Diversity and Inclusion, and Crisis Management. Topics vary based on interests expressed by the cohort.

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 opportunity with other leaders. It will be scheduled for three days during Autumn 2015 in Washington, DC. Organizations represented in prior capstone programs include the National Library of Medicine, Association of American Medical Colleges, Association of Research Libraries, Institute of Museum and Library Services, and other health professional and information organizations.



PROGRAM SCHEDULE

August 1, 2014	Completed application packets due
August - September 2014	Invited candidates notified of selection decisions
September 2014	Participation confirmation due Notification letters sent to all applicants
November 6, 2014	Orientation (held in conjunction with the AAMC Annual Meeting)
November 7-11, 2014	AAMC Annual Meeting, Chicago, IL
December 2014	Fellows/ Mentors finalize site visit schedules
January – August 2015	Site visits
January - September 2015 Dates TBA	Facilitated webinars and discussions
May 16, 2015 Date tentative	Leadership Institute (held in conjunction with the MLA Annual Meeting, May, 2015, Austin, TX)
August 31, 2015	Deadline for completion of site visits
Autumn 2015 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: One 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 or two intervals), 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 \$8,470 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 November 2014 in Chicago, IL, 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 2015 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.

Notification letters will be sent to all applicants. 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 Friday, August 1, 2014, to the following address:

aaosl@sbims.com

with a copy to carol_jenkins@unc.edu

AAHSL will acknowledge receipt of applications and prepare them for review by the AAHSL Future Leadership Committee. Please contact Carol Jenkins at carol_jenkins@unc.edu if acknowledgement is not received.

Timeline

August 1, 2014	Completed application packets due
August – September 2014	Invited candidates notified of selection decisions
September 2014	Participation confirmation due

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 2015 MLA Annual Meeting for the Leadership Institute.
- Support (time and other non-financial) for fellow's full participation in all programmatic activities (Site Visit/s totaling two weeks 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 Carol Jenkins, Program Director, AAHSL Future Leadership Program, at carol_jenkins@unc.edu or 919-270-6821.

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, November 6, 2014.
- Air and ground transportation and up to four days' lodging and meals to attend the Capstone in Autumn 2015.

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 2014 – November 2015, to the following program components:
 - Orientation: One day (November 6, 2014, as part of the AAMC Annual Meeting)
 - Leadership Institute: One day (May 16, 2015 (tentative date), as part of the Annual Meeting)
 - Virtual Learning Community: Webinars and discussions
 - Site Visit/s totaling two weeks, plus preparation time (January – August 2014)
 - Regular ongoing communication with fellow throughout year
 - Capstone: Three days (Autumn 2015)

Questions about being a mentor may be directed to committee chair Judith Cohn, cohn@ca.rutgers.edu, incoming chair Tania Bardyn, bardyn@uw.edu, or program director Carol Jenkins, carol_jenkins@unc.edu.

Directors should indicate preliminary interest in being a mentor by sending an email message to Carol Jenkins at carol_jenkins@unc.edu by August 1, 2014.

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 current CV.

Timeline

August 1, 2014	Deadline for indication of preliminary interest in being in mentor pool
August - September 2014	Mentors asked to confirm participation and notified of pairing decisions