

## AAHSL Future Leadership Committee

### Annual Report 2017/2018

#### Leadership Fellows Program 2017/2018

The LFP has completed its Orientation, Leadership Institute, and Capstone event for the year. Six Virtual Interactive sessions (webinars) were held this year. The seventh session was cancelled due to a family emergency but was rescheduled as a Capstone session on the future of health sciences libraries. The fellows took on an active leadership role in planning and facilitating the virtual sessions. In addition, they assigned the other fellows with the responsibility of preparing content, facilitating discussions, and the creation of case studies and scenarios. .

Three new mentors, including one prior fellow (Teresa Knott), were selected for 2017/2018. Three of the five (Teresa Knott, Brenda Seago, Janice Jaguszewski) had not served as mentors before. The mentors held several online discussion sessions to share tips and advice on mentoring and the site visits.

The Committee implemented several changes to address the more strategic nature of directors' roles and to respond to feedback from fellows and mentors. The virtual online session focused on higher level and the more strategic aspects of leadership topics. Fellows were asked to reflect in their reports on the leadership styles and boundary spanning they observed during their site visits. The mock interview exercise was made more consistent through the development of standardized interview questions and a feedback form. Guidance on cover letters and their importance was also provided. The self-assessment completed by fellows using the Nexus Layers of Leadership focused only on the higher level (D and E) leadership competencies. To provide more immediate feedback, detailed evaluations of the Orientation and Leadership Institute were implemented after each event. Mentors also requested online, interactive sessions to share experiences and advice about working with their fellows.

Committee members asked that data on fellows be analyzed to ensure there was equity in gender and geographic location of the fellows. The gender issue focused on whether the balance of female and male fellows reflected the gender distribution of HSL directors. Based on the draft version of the June 2018 AAHSL directory, male directors represent 27% (n=41) of AAHSL members and 73% (n=112) of directors are female. With the 2017/2018 LFP class 28% (n=23) of fellows were male and 72% (n=59) were female. Based on this data, the LFP selection process has reflected the demographics of the director population.

In terms of geographic location, the question was whether candidates from the East and West coasts were more frequently selected. Data were collected on the states where fellows were located when they were selected for the program and that data was then broken into two types of regions, those commonly used when describing the US and those used by AAHSL. For comparison, data were collected on the location of AAHSL members as of June 2018. Using the AAHSL regions, there was a slightly higher (1 to 3%) selection of fellows located in the East (32%), South (33%), West (18%) than the actual distribution of member libraries. The Midwest region (16%) was under-represented when compared to AAHSL member libraries in that region (25%). In the case of the more commonly used definitions of US regions, only the Midwest region was under-represented, with the East Coast slightly higher and the other regions matching the distribution of members. After reviewing the data the FLC concluded that

while the Midwest has been slightly under-represented, the overall selection has been balanced among the regions and in recent years more fellows have been selected from mid-west states.

### Leadership Fellows Program 2018/2019

The application/brochure for the 2018/2019 was updated and posted on the AAHSL Website on May 2 with announcements going out to major library lists. The application deadline was earlier this year (June 15<sup>th</sup>) so that selected fellows and mentors could be notified by early August allowing more time to plan their travel to the Orientation session and register for AAMC.

To improve the selection process, the wording of the prior application questions was revised and expanded to elicit better responses. The applicants are now asked to create a “Statement of Interest” that addresses the points covered by the previous questions about prior experiences, interest in becoming a director and thoughts about the director’s role.

The mentor application was also revised to collect more detailed information from mentors to assist in pairing fellows with mentors. In addition, this year the matching process returned to the initial approach for pairing each fellow with one mentor instead of giving fellows a choice. However, each fellow was given the opportunity to raise any concerns about working with the proposed mentor.

To increase applications, an informational session about the fellows’ program was held at MLA. It was advertised on medlib-l as well as the AAHSL email list. Twenty-one potential applicants attended the session and 8 (38%) submitted applications, making up 31% of the applicants for 2018/2019. Attendees of the session included librarians from across the US and Canada.

Twenty-six applications were submitted for the 2018/2019 program. The percentage of applicants who identified themselves as from an under-represented racial or ethnic group was 23.1% (29.4% in 2017/2018). Two of the five selected fellows are minority candidates, one Hispanic and one Native American Indian. Seven directors volunteered to be mentors. Six had not been mentors before and four were prior fellows.

### LFP Program Changes for 2018/2019

The Committee investigated changing the structure of the program to provide a better learning experience given the evolving and more strategic roles of library directors. The program’s leadership consultant Kathryn Deiss generated a report based on her knowledge of the program and expertise in leadership training. She recommended a more immersive approach to learning. In addition, the Committee surveyed the prior five cohorts of fellows and mentors about the importance of the existing components and whether an immersive event would be beneficial. The Committee generated a proposal for moving to a three-day immersive Leadership Institute. To help offset increased costs the proposal also recommended having only one week -long site visit to the mentors’ institution, shortening Capstone to 2 days, and having only the chair of the committee attend curriculum events during the year. The AAHSL Board and NLM approved the changes for the 2018/2019 curriculum. In discussion with the AAHSL Board, the 2019 Reunion held at MLA will be only for prior fellows and mentors.

### LFP Program Accomplishments

Six fellows were appointed directors over the last six months bringing the total to 44 (54%) in permanent director positions. One fellow in the 2017/2018 cohort served as an interim director and was later appointed to the permanent director's position.

Scholarship Program was suspended for this year.

### New Directors Working Group

Additional members were added to the committee to create a New Directors Working Group charged with recommending ways that AAHSL can support new directors and integrate them into the existing leadership network. Shannon Jones served as chair and Beth Ketterman, Jon Goodell, and Michelle Kraft were members. This summer they surveyed AAHSL members to identify the needs of new directors and develop recommendations for future AAHSL programs.

### Workforce Trends Survey

The Committee updated the prior 2012 Directors Workforce Trend Survey and collected new data about retirements. The data revealed a possible 30 retirements over the next 5 years and a total of 70 possible retirements over the next 15 years. Directors indicated that assistant and associate directors were more likely to move into administrative positions because many deputy directors and other senior administrative staff would be retiring over the next 5 to 10 years. The survey also identified additional training that would be needed to prepare staff to become new directors.

### MLA CE Course

The CE course (MLA CE400) "Do You Want to Be a Library Director? Knowledge, Skills, and Career Paths for Library Leaders" was held at the Medical Library Association annual meeting on Saturday, May 19, 2018, in Atlanta. The course instructors were Heidi Heilemann, MJ Tooey and Gabe Rios. The class had 11 participants (14 in 2014) and was designed for members who aspire to become library directors in either an academic health sciences center or hospital setting. The one-day class introduced students to the leadership challenges in academic health sciences libraries and encouraged students to assess their own career goals and readiness.

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Submitted by:

Paul Schoening, Chair, Future Leadership Committee

Heidi Heilemann, Chair-designate

Eric Albright, Past Chair

Patricia Thibodeau, Program Director