

MINUTES

AAHSL FUTURE LEADERSHIP COMMITTEE

November 4, 2012

San Francisco, CA

PRESENT: Pam Bradigan, Brian Bunnett, Judy Cohn, Colleen Cuddy, Nadine Dexter, Jerry Perry, Irma Quiñones, Debbie Rand, Cynthia Robinson; Barbara Epstein, chair; M.J. Tooley, board liaison; Carolyn Lipscomb, program manager

ABSENT: Jim Shedlock, Julie Sollenberger

Committee changes

Introductions were made and new committee members Nadine Dexter, Irma Quiñones, and Debra Rand welcomed. All have experience as fellows. Julie Sollenberger, who was unable to be present in San Francisco, held a conference call October 25 with the new members to orient them to the work of the committee. The service of outgoing members Brian Bunnett, Colleen Cuddy, and Jerry Perry was gratefully acknowledged. Lynn Kasner Morgan is also completing her term of committee leadership; she served as faculty to the committee in her third year, volunteering her counsel and attending Leadership Fellows Program meetings. The committee and board modified the leadership structure upon Kasner Morgan's retirement, moving to the appointment of a chair (Julie Sollenberger in 2012-2013), immediate past chair (Barbara Epstein), and chair designate (Judy Cohn). The leadership team works with Carolyn Lipscomb to oversee committee programs. Lipscomb will be in contact with committee members to solicit preferences for committee assignments.

CE Course

M.J. Tooley reported for Jim Shedlock that the course for MLA 2012 was offered to six attendees in an expanded six-hour version with updated web page. The enhanced course allowed additional group activities and time with instructors to gain their personal perspective on leadership. The instructors (Tooley, Carol Jenkins, and Shedlock) divided content into knowing yourself, finance and budgets, and politics. Tooley and Heidi Heilemann will submit application to teach the course in 2014, which was not approved to be offered in 2013; the MLA Continuing Education Committee does not provide reasons. Tooley pointed out that the limited participant number is desirable for the structure of the class. Interviews with acting and interim directors were conducted last year to augment course content; the possibility of a support group for these directors was discussed.

Board of Directors

Tooley reported the board's sentiment that pending retirements emphasize the importance of developing future directors in sufficient number. They have recognized the ten-year anniversary and support the upcoming study of past fellows. They are pleased by the revision of the recruitment guide. Review of the committee budget request will take place in January.

Leadership Fellows Program

Laura Cousineau and Debbie Sibley were appointed to permanent director positions in 2012, making 20 fellows, or 44% of graduates, who have done so. The reunion of current and past

fellows and mentors at the MLA annual meeting demonstrated the growing network of participants. The tenth cohort completed their site visits, Leadership Institute, and rigorous journal club assignments, while developing good relationships. The Capstone agenda was distributed, with its goal to introduce fellows to organizations important to academic health centers, key players, and external issues. The schedule included an interassociation panel on interprofessional education and team-based care and a panel from the national libraries. Gary Freiburger and the committee leadership attended Capstone. The eleventh class began their year here in San Francisco with the Orientation. The orientation for new mentors was modified with a smaller group and more structure. With the incoming cohort, 55 fellows and 46 different mentors have participated; 55% of U.S. full AAHSL member libraries or 52% of all full members have had a connection to the program. The committee presented a poster at the MLA and AAMC meetings to publicize the anniversary and the program: “Building a Farm Team: The NLM/AAHSL Leadership Fellows Program: 10 Years of Developing New Academic Health Sciences Library Directors.”

Pam Bradigan and Bunnett reported for the selection subcommittee (which also included the committee leadership). The number of fellow applications increased 35% over the previous year. The change in the presentation of the experience requirement worked fairly well and did not decrease the average length of experience. Mentors were selected from volunteers and paired with fellows according to interests and potential experiences. The career aspirations of applicants were a significant factor in deliberations; some are looking to positions below director as an intermediate step. The subcommittee works on not discouraging applicants who are almost but not quite ready; a backlog of interest can be valuable, and repeat applicants can be successful. The subcommittee also dealt with the question of applicants in interim appointments, especially with the New Directors Symposium cycle; decisions were made on an individual-case basis. Reference letters from directors provide evidence of readiness and are an important part of the application package. The subcommittee considered a cohort size of five or six but found a break after five. Bradigan and Bunnett contrasted their experiences as new and experienced members of the selection subcommittee; they were impressed with the consensus achieved in the end and believe the process to be sound.

Bunnett raised the need for help for fellows to make the case for selling themselves. Cuddy noted the value of the input from the mock interview and CV exercise at the Leadership Institute. It has been discontinued based on other evaluations, but the career advice portion of the program is being reviewed.

New Directors Symposium

Cynthia Robinson reported that the keynote November 3 with Maureen Sullivan (consultant and ALA president) went very well. Thirteen new directors participated, an interesting mix of people and libraries and a large enough group to develop contacts. The remaining curriculum will include webinars and in-person meetings at MLA. As a participant, Quiñones noted the different content from the fellows program. The symposium provides a way to create a new network and replenish the strength of membership with the loss from retirement.

Leadership Scholarships

Perry reported the decision to continue the scholarship program, based on the discussion last year, with a different tact looking at inclusion and encouraging leadership not necessarily in the traditional trajectory. Scholarships are part of the continuum of leadership development programs and provide the opportunity for directors to encourage team members. Six applications were received and four awards made according to criteria for consideration. Programs supported were ACRL/Harvard Leadership Institute for Academic Librarians, TALL Texans Leadership Development Institute, and application to Harvard Macy Institute Program for Educators in Health Professions. The impact of expanded publicity is undetermined, but it benefited from being brightened. The committee and the board are encouraged to continue support for the scholarships.

Recruitment Guide

Cuddy reported that the recruitment guide was revised and updated and is posted on the AAHSL website. Flyers were available at the AAHSL booth at the AAMC meeting. Publicity guidelines still need to be implemented. It was suggested that recruiting firms be added to recipients. It is recommended that a location on the AAHSL website for job ads be considered. The guide is important to new and emerging libraries. An appeal to AAHSL members to insure that the guide is in the right hands will be a necessary strategy.

Research and Marketing

The anniversary poster is noted under Leadership Fellows Program.

The committee submitted a proposal to the board to evaluate the value of the Leadership Fellows Program to fellows in preparing them for director positions, to be accomplished by individual interviews—conducted by a consultant—with fellows in recent cohorts who have become directors. This was intended to complement the 2007 study and annual evaluations and take advantage of the maturing of the program with a group of fellow/directors to assess the usefulness of the program design and curriculum in preparation for being director. Based on input from the board, the study was delayed and will be redesigned. The committee recommended clarifying the research question.

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