

AAHSL Future Leadership Committee Meeting
Nov. 8, 2019
7:30 am – 9:00 am, Kimpton Hotel Palomar, Phoenix, AZ

MINUTES

Present: Heidi Heilemann (chair 2018/2019), Janice Jaguszewski (Chair 2019/2020), Paul Schoening (Past chair 2018/2019, Board liaison), Terrie Wheeler (Chair-designate 2019/2020), Blair Anton, Barbara Cavanaugh, Teresa Knott, Anne Linton, Richard Nollan, Dale Prince, Catherine Soehner, Pat Thibodeau (Program Director)

1. **Welcome and Introductions** – Heidi Heilemann welcomed the new members and asked everyone to introduce themselves.

2. **Report from Board Liaison – Paul Schoening**

Paul reported on LFP program changes. The Board decided not to fund scholarships in 2020 due to support for data scholarships and a joint research scholarship with MLA. The Board did meet with nine new directors as a dinner and social time. At the request of the Board the FLC developed questions for the Board to ask at this event. Paul reported the conversations were wide-ranging. The Board members will collect the feedback they heard from new directors and share it. Strategic planning is major focus right now it includes AAHSL's desire to stay separate but to continue to work closely with MLA on DEI, research, and support for mid-level managers/associate directors.

The budget is doing well but AAHSL is looking at how to tighten up expenses, especially for meeting expenses. Pat reported that the new treasurer wants to do a complete analysis of the Leadership Fellows program as part of this effort.

The current "second in command" list will be renamed and AAHSL will be inviting second level managers/leaders to join and are encouraging more involvement by more people. A question was raised as to how AAHSL would continue to involve directors who have expanding responsibilities in their institutions. A new Board liaison will be appointed to the committee.

3. **Review of 2018/2019 accomplishments / issues for 2020:**

- Leadership Fellows Program 2019 (graduated 11/13/2019) - Heidi Heilemann reviewed the graduates of the 2019 program and gave an overview of the changes made to the Institute, site visit and Capstone.
- Leadership Fellows Program 2020 (began 11/6/19) – Janice Jaguszewski provided an update on the new class. Both fellows and mentors were very active participants in the Orientation held on Thursday. Seven out of the ten people in this cohort are MBTI "Es". This is the first time most participants were this type and there was a discussion about what this might mean in terms of group dynamics. The fellows have already provided feedback about the day, made suggestions for new Webinars, and suggested some new topics or issues to be covered.
- Changes to application, program– Pat Thibodeau reported that the application information has been extensively reviewed and edited, simplifying and clarifying the content. The next step will be to

review it for language that further promotes and respects diversity and inclusivity. The program now has evaluations for all the major components and carefully reviews those results as well as other feedback.

- Evaluation of 3-day Institute – Pat went on to report that the Institute was well received. A major new component is involving mentors in the content by asked them to create case studies and scenarios and facilitate discussions with Kathryn. The mentors enjoyed being more involved and the fellows liked the presentation and discussions of real-life situations. One committee member observed that leaders need to know how to have a difficult discussion, manage group dynamics, deal with media, and use the right language to get your message across.
- Diversity recruitment issues – Pat Thibodeau reported that this year there was no self-reported racial or ethnic diversity in the applicant pool this year, the first time in about 10 years, and this is a concern. NLM wants a diverse cohort of future leaders. The FLC has already started discussions among committee leadership and with the AAHSL Board and NLM. A conference call with the AAHSL DEI committee will take place on November 14. FLC also reviewed the data for HSL libraries and realized there was a bigger issue in terms of pipeline among AAHSL libraries but also in the field. One critical issue is whether the Fellows program criteria should be changed to allow for more junior librarians who have shown potential. It would change the nature of the content of the program as well as increase the span for having new directors ready from 5 to 10 to 15 years. The FLC will be exploring this with the Board which will be having discussions about DEI and what changes are needed in the LFP and other AAHSL programs. Members’ suggestions and ideas included:
 - Appointing a liaison from DEI to FLC
 - Adding more diversity to its membership.
 - Making individual connections are important in attracting applicants
 - Reaching out to directors and others to help identify candidates and then making a personal contact by email, suggesting a phone call, or setting up times at MLA.
 - Sending out a direct call to directors to consider candidates of color and diverse backgrounds and hold one-on-one discussions with them
 - Watching MLA awardees and participants in other leadership programs.
 - Making it clear in the application that a letter of reference or support from the director is not required since some directors may be less supportive.
- MLA CE Course 2020 – Heidi Heilemann with instructors MJ Tooley and Gabe Rios will hold their course “So you want to be a director” in Portland. MLA is reaching out to diverse groups. This is probably MJ’s last year as an instructor and Heidi and Gabe will be considering if a third instructor is needed. The course will probably be held every other year.
- Scholarships (Leadership) – While the traditional scholarships have been suspended for several years, the FLC may want to consider proposing one or two scholarships be created to target librarians of color or ethnic diversity. Committee members who had received these scholarships commented on how helpful they were in broadening their perspectives about HSLs and leadership.
- Recruitment Guide – Pat Thibodeau reported that the review of the guide for institutions hiring directors was not conducted this year but needs to be a priority for 2019/2020 since it was created several years ago.
- Marketing – The PR/marketing checklist had been shared on Basecamp and Pat Thibodeau welcomes suggestions. Diversity/DEI twitter groups have been added and MLA awardees are now being identified and reviewed for possible people to invite.

- **New Directors** -- The AAHSL Board has decided it is not providing training for new directors through a “new directors’ symposium”, as was held in the past. It will help new directors become more integrated into and knowledgeable about AAHSL. The committee discussed identifying new directors with a ribbon at the annual meeting and setting up a buddy system as the Board did in the past. [*Note: at the AAHSL Business meeting it was reported that the Board was considering a buddy system*]
4. **Program Management** – Most of the programmatic items were discussed as above.
 5. **Other business** – Libraries are trying to recruit people librarians, scientists and others into their libraries by holding special events that provide information on HS librarianship and librarians roles. One committee member wondered if that could be a coordinated effort. NLM is also working on a program with a historically black college as well.
 6. **Discussion of 2019/2020 Goals and Working Groups** –Janice Jaguszewski and Heidi Heilemann reviewed the issues and goals for the coming year.
 - a. LFP Program changes
 - a. Revise LFP application to encourage diverse applicants, seeking input from NLM and DEI Committee
 - b. Revise online materials as needed
 - c. Evaluate changes made to program
 - b. Explore strategies for creating more diverse applicant pool
 - c. Administer and evaluate LFP 2019/2020 and select 2020/2021 class
 - d. Work with AAHSL Board to identify better integration and support for new directors
 - e. Review Recruitment brochure to determine its effectiveness and relevancy to institutions searching for directors – identify what needs to change
 7. **Review assignments for 2019/2020** – Janice Jaguszewski reviewed areas for assignments: LFP Selection Committee; Application Revisions; Recruitment brochure. Depending on the discussions with DEI and Board there may be working group on DEI as well. Janice will be in touch with members about their assignments for the year.
 8. **MLA meeting** – Janice Jaguszewski will be notifying members about a meeting at MLA and there will also be an informational session for fellow applicants and prior fellows and mentors from the committee are encouraged to attend.
 9. **Appreciation of outgoing members** – Heidi Heilemann thanked and recognized outgoing members Amy Lyons and Jonquil Feldman. Paul Schoening, past chair and board liaison, was also recognized for his leadership in bringing about major changes in the fellows program curriculum.
 10. **Adjournment** – The meeting was adjourned at 8:55 a.m.