

**AAHSL Future Leadership Committee Meeting Nov. 3, 2017**

**7 am – 8:30 am, Sheraton Boston Hotel, Beacon B Room**

**MINUTES**

**Attending members: Terms expiring in 2017 (outgoing):** John Gallagher. **Terms expiring in 2018:** Eric Albright, Chair; Joanne Muellenbach. **Terms expiring in 2019:** Paul Schoening (Chair Designate). **Terms expiring in 2020 (incoming):** Heidi Heilemann (Chair Designate); Teresa Knott. **Board Liaison:** Tania Bardyn. **Program Director:** Pat Thibodeau **Absent:** Sandra Franklin, Past Chair (2017); Donna Berryman (2017); Darlene Parker-Kelly (2018); Amy Lyons (2019); Jonquil Feldman (2019); Barbara Cavanaugh (2020)

**Welcome and Introductions.** Eric Albright welcomed everyone and there was a round of introductions.

**Report from Board Liaison.** Tania Bardyn, the new Board liaison, provided an update on the Board discussions from the previous day. The Board was pleased with the continued commitment from NLM for funding for the fellows' program. The Board did discuss the issue of how to support new directors, but are open to new ideas from the committee. Jane Blumenthal has some news ideas given all the new allopathic and osteopathic health sciences library directors.

**Review of 2017 accomplishments (see FLC Annual Report for full details).**

- a. Fellows Program (Working Group: Albright, Franklin, Muellenbach, Feldman, Jenkins, Thibodeau) Eric Albright reported that five leadership fellows graduated on September 26, 2017 after another great year. Three of the fellows were already interim directors, a first in the program. Paul Schoening reported that 5 new fellows and mentors attended the Orientation session the previous day and there was a lot of active participation by both the fellows and mentors indicating a good start to the new class. This is a diverse group and one fellow is currently an interim director. It was decided to use the Nexus Lab Layers of Leadership questions as a post-test with the 2017 graduating class and try to replicate it with the incoming 2018 class. Nexus Lab has provided access to the full question bank.
- b. MLA CE Course 2018. (Instructors: Heilemann, Tooley, Rios) Heidi Heilemann reported that they will be teaching the course at MLA in 2018 on Saturday May 19<sup>th</sup>. The 6-hour course will be open to hospital librarians. The "speed dating" exercise was very successful in the past and will be repeated. They are considering 2-hour spin-offs of the class at regional meetings. MLA is reporting that middle-managers are wanting more training so they are discussing what this could mean in terms of a course. One FLC member suggested that the CE instructors look at the Nexus Lab project's Layers of Leadership, which helps identify different levels of skills and competencies.
- c. Scholarships. (Working Group: Gallagher, Albright, Franklin, Jenkins) John Gallagher reported that 5 scholarships were awarded at \$2,500 each for a total of 74 scholarships over the years of the program. The AAHSL office is contacting several of the awardees to ensure their reports are submitted. One award was not immediately used due to the timing of the training program the awardee selected.

- d. Recruitment Guide. (Working Group: Albright, Franklin, Jenkins) Since the guide has just been revised, no further work was done on the document. An AAHSL member did raise the issue of listing recruiting firms. The committee discussed the difficulty of keeping a list up-to-date and complete, as well as the perception that AAHSL would be endorsing the firms. A list will not be added to the guide or Web site, but a note should be added to the Web page suggesting that AAHSL members could be polled for suggestions.
- e. Marketing. (Working Group: Berryman, Albright, Franklin, Jenkins) Announcements and calls for mentors were sent to the AAHSL lists and various library discussion lists. FLC is considering having an information session at MLA for potential fellows.
- f. New Directors. Since the FLP Directors position was in transition, work was halted on a new directors' symposium. Some concerns have surfaced about the symposium approach. The program took a lot of work and expense implement and it is difficult to run both the fellows program and a new directors program the same year. One suggestion was to alternate the fellows' and new directors' programs. However, there are still a lot of vacancies open, as well as new libraries being established. In addition, AAHSL has sought funding from NLM to continue the fellows program over the next 4 to 5 years.

AAHSL and the committee are now considering new approaches to what should be offered to new directors. The committee discussed the issues. There are currently 40 new full and interim directors since the last class, but after 2 to 3 years as a director how many people still need training? There are also widely varying training needs and settings for the new directors, from a start-up library to a fairly well-established organization. Individual institutional requirements for budgeting, HR, etc., as well as diverse reporting structures and also make common educational content somewhat difficult to provide. Most institutions have basic training courses for managers on budgeting and HR issues, so should AAHSL be considering a higher level of development or a very different approach?

A survey may be needed to determine what new directors need. The consensus was that the greatest value of the prior symposium was creating a cohort and network of new directors. There is a new directors' dinner at the AAHSL meeting but it is more social in nature. Perhaps, having a presentation on AAHSL and opportunities for serving within AAHSL should be part of the evening. Another event at MLA might provide another networking opportunity as well. One suggestion was a breakfast with roundtables on various topics facilitated by "established" directors. A new AAHSL email list could be created for directors appointed within the last 3 years (members would age off the list after 3 years) and provide a communication channel for asking questions and sharing ideas. To off-set the cost of holding such an event at MLA, each institution/participant could pay a registration fee. FLC should also encourage the AAHSL president to appoint new directors to committees and directly invite new directors to apply for committees. A working group will be appointed to look at these issues and make recommendations over the next year.

- g. Nexus Project. Pat Thibodeau reported that the Nexus Lab funding has ended, but the project and its products are moving to UNC Greensboro's University Library. The Layers of Leadership document is publicly available and the question bank has been shared with AAHSL for future use.
- h. NLM Funding. Eric Albright announced that FLC and AAHSL responded with a Work Statement to NLM's RFP for funding for the continuation of the fellows program and funding has been renewed for the next five years.
- i. Program Management. (Albright, Jenkins, Thibodeau) Eric Albright announced that Pat Thibodeau was selected as the new program director. Carol Jenkins is working with her and the committee leaders on the transition. The committee chairs and program director oversee all the leadership programs with input and support from the committee members. Eric thanked Carol for her completion of the 2017 class and the selection of the new cohort, as well as on the smooth transition to the new director. As part of this year's program management, Pat Thibodeau will review Carol Jenkins recommendations regarding the Web site and work with the AAHSL Office on having missing documents uploaded.

**Discussion of 2017/18 Goals and Working Groups.** Paul Schoening, with Eric Albright, reviewed the goals below for the committee. FLC and the Board have been discussing both minor and major changes to the Fellows program and these are reflected in the activities below. Paul will call for volunteers and make appointments after the meeting.

- a. Implement revised processes/procedures for LFP
  - a. Revised FLP application and mentors statement
  - b. Structured mock interview questions/process
  - c. Review LFP application brochure to reflect changes in timeline and requirements – describe the Capstone course in more detail
- b. Administer and evaluate LFP 2018 and select 2019 class
- c. Award leadership scholarships
- d. Review and update strategies for MLA CE Course (Heileman)
- e. Review/improve FLC marketing of programs
- f. Explore and recommend new programs to support new/interim directors
- g. Survey prior cohorts regarding value of current FLP structure and make recommendations (including financial impact) of possible changes to Board

Kathryn Deiss may be available to provide recommendations as a consultant.

**Appreciation of outgoing members.** Eric Albright recognized and thanked the outgoing members for their efforts on the committee and contributing to the success of its various programs.