

## **AAHSL FUTURE LEADERSHIP COMMITTEE 2012 ANNUAL REPORT**

The AAHSL Future Leadership Initiative was undertaken in 2000 to promote recruitment and development of first class leaders in academic health sciences libraries, through activities in the areas of recruitment, education/training/mentoring, and research.

The Future Leadership Committee will meet in person on November 4 in San Francisco, in addition to working by telephone and email. Prior to the meeting, Julia Sollenberger will lead an orientation to committee activities for new members on a telephone conference call.

The Leadership Fellows Program will celebrate its tenth anniversary at the annual meeting in San Francisco, its successes a result of the support of the sponsors, NLM and AAHSL, and the contributions of fellows, mentors, and committee members.

Two fellows, Laura Cousineau and Deborah Sibley, assumed permanent director positions in 2012, bringing the total of former fellows who have achieved these leadership positions to 20, or 44%.

The third New Directors Symposium will be offered in 2012-2013.

With the retirement of Lynn Kasner Morgan, the committee and Board of Directors took the opportunity to review the leadership structure of the committee. The leadership now consists of a chair, chair designate, and immediate past chair, replacing the configuration of co-chairs and co-chair designate. The committee benefited this year from Lynn's willingness to continue as faculty during what would have been her third year of committee leadership as a director.

The accomplishments for 2012 are described below for the major areas of committee focus.

- **NLM/AAHSL Leadership Fellows Program**

(Committee working group: Bradigan, Bunnnett, Epstein, Morgan, Sollenberger, Lipscomb)

The tenth class completed its year in October. Fellows (Martha Earl, Shannon Jones, Jennifer McKinnell, Douglas Varner, and Jeffrey Williams) and mentors (Connie Poole, Kenny Marone, Cynthia Robinson, Evelyn Morgen, and James Bothmer) worked together in fellow-mentor pairs.

The fellows spent two weeks on site visits at their mentors' home libraries in one-week segments, with visits anchored by the learning goals of the fellows. They were able to meet a range of library staff and university officials, participate in and observe library and university meetings and decision making, attend events, visit other institutions, and gain a sense of their mentors' leadership style. They also shared their own perspective with their mentors' staff. Their reports speak to the importance of the site visits in developing relationships with their mentors, building a network of contacts, gaining ideas to incorporate in their current jobs, and expanding their vision.

Building on the Orientation and learning plans, the cohort met on a monthly basis in 2012 for journal clubs and in-person meetings. Mentors and others facilitated the assignments and discussion in the virtual sessions. Topics covered were budget strategies (Bothmer), workforce issues (Poole), e-science (Morgen), revenue generation (Marone), diversity and inclusion (DeEtta Jones), and power and influence (Robinson). Fellows were asked to read articles, respond to a sequence of budgeting scenarios, analyze generational workplace characteristics, interview a basic or clinical researcher about data curation, inventory institutional revenue generation sources and meet with a development officer, investigate institutional diversity and inclusion plans, and write a case study on a scenario where leadership, power and influence impacted the outcome.

The New England Region of the NN/LM continued to provide technical support for Adobe Connect used for the virtual sessions through Michelle Eberle's assistance.

The cohort also worked together face-to-face with faculty and committee leadership, providing the opportunity for fellows to get to know other directors better. They benefit greatly from faculty Kathryn Deiss and DeEtta Jones, who have a long-term association with the program and meet in-person with the cohort three times during the year.

The half-day Leadership Institute on May 19 in Seattle included an exercise to reflect on organizational culture and discussion of the impact of culture and climate on personal career fit and moving organizations forward. Beth Layton and Debra Rand shared their experiences as candidates and new directors with the group.

The 2011-2012 class met for the final time at the Capstone in Washington, DC, October 2-4. The event presented the role of organizations important to academic health centers, introduced key players, and addressed external issues shaping libraries and their implications for library directors. Representatives from ARL, NLM, AAMC, LC, NAL, SPARC, NIH, IMLS, ASPH, AMIA, and AAHSL met with the group. Some of the issues crossing organizational lines were information policy and funding, scholarly communications, interprofessional education, and collaboration among national libraries. Presenters included those who regularly come to the Capstone as well as first-time speakers; their participation seems to strengthen their relationship with AAHSL, in addition to the benefit for the fellows. A reception and graduation ceremony on the final night of the Capstone recognized the achievement of the fellows and mentors and was attended by meeting participants and local library leaders. Barbara Epstein, DeEtta Jones, Jeff Williams, Jim Bothmer, Joyce Backus, and Gary Freiburger made remarks.

Publicity for the call for applications for the 2012-2013 class was disseminated, with an application deadline of August 1 ([http://www.aahsl.org/assets/2012/2012-2013\\_nlm-aahsl\\_leadership\\_fellows\\_program.pdf](http://www.aahsl.org/assets/2012/2012-2013_nlm-aahsl_leadership_fellows_program.pdf)).

From a group of outstanding applicants, a competitive process resulted in the selection of the eleventh class of fellows (Donna Berryman, Rose Bland, Melissa De Santis, John Gallagher, and Michele Tennant). The number of fellow applications increased by 35% over the previous year. Directors were asked to indicate a preliminary interest in serving as mentor, and the committee invited directors if a suitable match was identified. Fellows were matched with mentors (Paul Schoening, Kathryn Carpenter, Neil Rambo, Gretchen Arnold, and Heidi Heilemann) according

to connections between fellow interests and mentor expertise and library characteristics. The cohort will include a blend of one experienced mentor and four mentors participating in the program for the first time, as well as the first fellow graduate to become a mentor.

The new class will attend the AAMC/AAHSL meetings in San Francisco and hold its Orientation with faculty and committee representatives November 2. In preparation, members will complete leadership assessment instruments, and Kathryn Deiss will hold one-on-one debriefing telephone conversations with fellows to enhance use of the leadership reports as developmental opportunities to pursue during the program experience. The Orientation will include introductions and group debriefing of the leadership instruments, along with facilitated discussions of program expectations, intentional leadership, mentoring relationships, environmental scanning, and taking advantage of the AAMC conference.

The program continued its goal of building connections among classes. The annual reunion in Seattle on May 19 was attended by about 60 fellows and mentors and guests. Previous mentors will meet with new mentors on November 4 for an orientation to share their experiences. With the selection of next year's class, 55 fellows and 46 different mentors will have participated in the program. Over half of AAHSL institutions (55% of full U.S. members and 52% of all full members) have had either at least one mentor or fellow on staff or have hired a fellow.

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

The committee contacted MLA last year about its announcement that mentors, including those in the Leadership Fellows Program, would receive one AHIP point per year. We expressed our opinion that this policy did not reflect the commitment and time required from mentors in this program and provided documentation. In response, the MLA Credentialing Committee increased the number of points granted to five.

- **Scholarships**  
(Committee working group: Perry, Lipscomb)

Four AAHSL Leadership Scholarships

([http://www.aahsl.org/index.php?option=com\\_content&view=article&id=21](http://www.aahsl.org/index.php?option=com_content&view=article&id=21))

of up to \$2500 each were awarded to support attending the ACRL/Harvard Leadership Institute for Academic Librarians (Will Olmstadt and Neil Romanosky), TALL Texans Leadership Development Institute (John Weed), and application to Harvard Macy Institute Program for Educators in Health Professions (Misa Mi).

The scope of the scholarships was expanded to career development opportunities for persons (in professional positions in AAHSL member libraries) interested in leadership roles at all levels,

rather than only the director level. The University of Colorado designed a flyer that was distributed to AAHSL members, and an announcement was made on MEDLIB-L in addition to the AAHSL list.

Reports from all scholarship awardees evaluating their training are posted at [http://www.aahsl.org/assets/documents/2012\\_Leadership\\_Reports/2012\\_aahsl\\_report\\_from\\_leadership\\_scholars.pdf](http://www.aahsl.org/assets/documents/2012_Leadership_Reports/2012_aahsl_report_from_leadership_scholars.pdf).

Since 2003, 50 scholarships have been awarded.

- **Continuing Education Course**  
(Committee working group: Shedlock, Tooley, with Jenkins)

Jim Shedlock, Carol Jenkins, and M.J. Tooley taught MLA CE 202 “Do You Want to Be a Library Director: Knowledge, Skills and Career Paths” at the 2012 annual meeting, expanded to a six-hour course for the first time. The content includes a website to supplement the face-to-face instruction. Carol Jenkins completed her long-term participation as part of the instructor team, and Heidi Heilemann observed the class in preparation for filling her place. The course was not selected for the 2013 annual meeting roster by the MLA Continuing Education Committee. The course has been taught seven times since 2002 to almost 120 participants.

- **New Directors Symposium**  
(Committee working group: Robinson, Shedlock, Lipscomb)

Based on the results of a poll last year and analysis of the number of new directors, a call for applications to the AAHSL New Directors Symposium was issued. Twelve new directors have been selected and confirmed, with the option of adding additional participants before the symposium begins. The symposium will take place over the period of November 2012 to May 2013, with virtual meetings combined with in-person meetings in conjunction with AAMC and MLA annual meetings. The keynote session will be November 3 in San Francisco, facilitated by Maureen Sullivan.

- **Research, Recruitment, and Marketing**  
(Committee working group: Cuddy, Lipscomb)

A roster of director vacancies is maintained, to augment surveys on retirement plans of sitting AAHSL directors. In 2012, up to 17 existing institutions at a time were recruiting or had vacant positions or interim appointments. Nine new medical schools in the LCME approval process did not have director appointments.

The AAHSL recruitment guide, *Recruiting and Selecting Academic Health Center Library Directors: A Guide* ([http://data.memberclicks.com/site/aahsl/Recruitment\\_Guide\\_2005.pdf](http://data.memberclicks.com/site/aahsl/Recruitment_Guide_2005.pdf)), was revised with input from selected new directors and the committee. The revision will be posted on the AAHSL website, and publicity is planned.

Press releases about the Leadership Fellows Program are shared widely with library groups and institutions during recruitment and announcement of the cohort, and information about other

committee activities is publicized. A poster, “Building a Farm Team: The NLM/AAHSL Leadership Fellows Program: 10 Years of Developing New Academic Health Sciences Library Directors,” was presented at the 2012 MLA meeting. Design assistance was received from Julia Jankovic of the University of Pittsburgh. The poster will also be displayed at the AAMC meeting in San Francisco.

**AAHSL Future Leadership Committee 2011-2012**

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Brian Bunnett

Judith Cohn

Colleen Cuddy

Jerry Perry

Cynthia Robinson

James Shedlock

Lynn Kasner Morgan, Immediate Past Chair

Julia Sollenberger, Chair Designate

Barbara Epstein, Chair

M.J. Tooley, Board of Directors Liaison

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10/9/12