

AAHSL FUTURE LEADERSHIP COMMITTEE 2013 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 1 in Philadelphia, in addition to working by telephone and email. Members are assigned to program areas of the committee and work in coordination with the program manager.

The Leadership Fellows Program completed eleven years, its successes a result of the support of the sponsors—NLM and AAHSL—and the contributions of fellows, mentors, and committee members. The virtual program curriculum was significantly revised during the year, and the career guidance aspect of the Leadership Institute at MLA was re-examined.

With funding from the Board of Directors, an evaluation study of the Leadership Fellows Program was conducted, focusing on its impact on fellows' professional development and careers as well as on the effectiveness of the curriculum as preparation to be a director. Nearly all the eligible fellows in seven cohorts participated in the study.

One fellow, Jennifer McKinnell, assumed a permanent director position in 2013, following three appointments in 2012, bringing the total of former fellows who have achieved these leadership positions to 22, or 40%.

The three-year Memorandum of Agreement with NLM and the NN/LM has one year remaining. In preparation for the renewal of the MOA, AAHSL and the committee will provide input on funding levels at NLM's request.

The third New Directors Symposium was conducted over 2012-2013, with eleven new directors participating and experienced AAHSL directors contributing as faculty.

Carolyn Lipscomb will resign as committee program manager November 1 after nearly thirteen years in the position. Incoming program manager Carol Jenkins began work with the committee September 1 during the transition of program managers. The committee is fortunate that Carol will assume these responsibilities with her extensive experience as former co-chair and mentor.

The accomplishments for 2013 are described below for the major areas of committee focus.

- **NLM/AAHSL Leadership Fellows Program**
(Committee working group: Bradigan, Cohn, Epstein, Jenkins, Rand, Sollenberger, Lipscomb)

The eleventh class will complete its year in October. Fellows (Donna Berryman, Rose Bland, Melissa De Santis, John Gallagher, and Michele Tennant) and mentors (Paul Schoening, Kathryn

Carpenter, Neil Rambo, Gretchen Arnold, and Heidi Heilemann) worked together in fellow-mentor pairs.

By the end of October, all fellows will have 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. As one of the fellow and mentor pairs were unable to meet in person at the Orientation due to an emergency at the mentor's institution, a brief visit was funded for the fellow prior to the site visits.

Building on the Orientation and learning plans, the cohort met on a monthly basis in 2013 for journal clubs and in-person meetings. Four of six journal club topics changed to take advantage of cohort experience or evolving issues. Mentors and others developed presentations and facilitated the discussion for the journal clubs. Topics covered were power and influence (Heilemann), workforce issues (Carpenter), enhanced library roles (Arnold), managerial finance (Schoening), diversity and inclusion (DeEtta Jones), and crisis management (Rambo). Fellows were asked to undertake substantive assignments in preparation, including readings, response to scenarios, and investigation, with the goal to encourage them to think strategically at a director level. Mentors contributed their own experience and perspective to the discussions.

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 4 in Boston focused on practical career guidance for fellows as they prepare for director positions. A mock interview exercise was reinstated due to feedback from former fellows. Former fellows Heidi Heilemann and Tania Bardyn were interviewed as a guest panel describing their recent experience in being appointed directors and their transition as new directors. The institute also included a guided discussion on organizational culture, the life of a director, and benefits and costs of leadership.

The 2012-2013 class met for the final time at the Capstone in Washington, DC, September 30 - October 2. 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, IMLS, SPARC, U.S. Congress, AACN, AMIA, and AAHSL met with the group. The government shutdown directly impacted the Capstone and mandated changes to the schedule, lending immediacy to the political environment, while the group benefited from the generosity of individual colleagues. Some of the issues crossing organizational lines were information policy and funding, scholarly communication, 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. Julie Sollenberger, DeEtta Jones, Donna Berryman, Paul Schoening, Betsy Humphreys, M.J. Tooley, and Don Lindberg made remarks.

Publicity for the call for applications for the 2013-2014 class was disseminated, with an application deadline of August 1 (http://www.aahsl.org/assets/documents/2013/2013-2014_nlm_aahsl_lfp.pdf).

From a group of outstanding applicants, a competitive process resulted in the selection of the twelfth class of fellows (Debra Berlanstein, Renée Bougard, Tara Douglas-Williams, Deborah Lauseng, Alexa Mayo, and Dongming Zhang). For the first time, the cohort size was increased to include six fellows. 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 (Thomas Basler, Pamela Bradigan, Barbara Cavanaugh, Anne Linton, Christine Frank, and Gerald Perry) according to connections between fellow interests and mentor expertise and library characteristics. All the mentors are participating in the program for the first time, as well as the second fellow graduate to become a mentor.

The new class will attend the AAMC/AAHSL meetings in Philadelphia and hold its Orientation with faculty and committee representatives October 31. 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 Boston on May 4 was attended by about 65 fellows and mentors and guests. The committee leadership as previous mentors will meet with new mentors on November 2 for an informal orientation to share their experiences. With the selection of next year's class, 61 fellows and 52 different mentors will have participated in the program. Over half of AAHSL institutions (58% of full U.S. members and 54% 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 impact of the program on fellows' professional development and careers and the effectiveness of the curriculum, which was funded. The study was intended to complement the 2007 evaluation study and annual evaluations; it took advantage of the maturing of the program with a group of fellows who could assess the usefulness of the program design and curriculum in preparation for being a director. AAHSL contracted with Nancy LaPelle, PhD, to design and conduct the study in collaboration with the committee. It consisted of two parts: a questionnaire sent to all fellows from the last seven completed cohorts (2005-2012) and individual telephone interviews with the fellow graduates from those cohorts who held AAHSL director appointments when the study began. Ninety-four percent of fellows responded to the survey, and all thirteen eligible fellows holding

director positions were interviewed. The consultant report has been submitted, and the committee is preparing a cover memorandum and executive summary. The committee plans to examine and use study results over the course of the upcoming year to inform enhancements to the program.

The committee relies on RML libraries to provide technical support for Adobe Connect used for virtual sessions. Michelle Eberle of the New England Region of the NN/LM continued to assist with the Leadership Fellows Program. The Middle Atlantic and Southeastern/Atlantic regions supported the New Directors Symposium webinars.

- **Scholarships**

(Committee working group: Quiñones, Lipscomb)

Four AAHSL Leadership Scholarships

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

of up to \$2500 each were awarded to support attending the Harvard Leadership Institute for Academic Librarians (Diana Delgado, Rikke Sarah Ogawa, and Kelly Thormodson) and the Health Literacy Leadership Institute at Tufts University (Terri Ottosen).

The recipients were selected as part of a competitive process, with over a 100% increase in the number of applications from the previous year. Primary factors used in ranking applicants included leadership focus of proposed program, career goal related to leadership, and plan for applying program learning. Based on the selection experience, the eligibility criteria were clarified for 2014.

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.

Since 2003, 54 scholarships have been awarded.

- **Continuing Education Course**

(Committee working group: Heilemann, Tooley)

Upon Jim Shedlock's retirement, M.J. Tooley and Heidi Heilemann took over as the instructor team for MLA CE 202 "Do You Want to Be a Library Director: Knowledge, Skills and Career Paths." The course was not offered at the 2013 annual meeting, but it is planned for 2014. The course has been taught seven times since 2002 to almost 120 participants.

- **New Directors Symposium**

(Committee working group: Robinson, Lipscomb)

Eleven new directors (Tania Bardyn, Keith Cogdill, Janet Crum, Colleen Cuddy, Jacqueline Doyle, Anthony Frisby, Stephanie Fulton, Racheline Habousha, Gail Hendler, Irma Quiñones, and Fay Towell) participated in the AAHSL New Directors Symposium. The symposium took 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 November 3, 2012, in San Francisco, facilitated by Maureen Sullivan, focused on roles,

challenges and opportunities of leadership. Experienced AAHSL directors joined the symposium as faculty, including Gary Byrd, Barbara Epstein, Sandra Franklin, Cynthia Henderson, Carol Jenkins, Elaine Martin, Cynthia Robinson, Chris Shaffer, and M.J. Tooley, in addition to Judy Cohn and Julie Sollenberger as committee leadership who helped to facilitate webinars and attended the in-person meetings. Three webinars and online discussions were conducted, on the topics of emerging roles for libraries (Jenkins and Martin), libraries and research institutions (Elliott Shore, ARL), collaboration between NLM and academic health sciences libraries (Betsy Humphreys), funding opportunities from IMLS (Robert Horton), and collaboration between AAMC and AAHSL (Anthony Mazzaschi). The final in-person meeting in Boston on May 3-4 in conjunction with MLA included sessions on value and key initiatives of AAHSL (Tooley), understanding your environment (Robinson), ontologies and the research enterprise (Shaffer), strategies for managing financial challenges (Byrd), developing a high-performance staff (Epstein), and life of a director (Franklin and Henderson). The highest ranked outcomes of the symposium on the evaluation were benefit from the opportunity to meet and network with other directors (5.6 out of 6.0), a stronger connection to the AAHSL community of directors (5.5), and the exchange of information on dealing with challenges (5.5).

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

A roster of director vacancies is maintained, to augment surveys on retirement plans of sitting AAHSL directors. In 2013, up to 16 existing institutions at a time were recruiting or had vacant positions or interim appointments. Seven new medical schools in the LCME approval process did not have director appointments.

The AAHSL recruitment guide, *Recruiting and Selecting Academic Health Sciences Library Directors: A Guide* (http://www.aahsl.org/assets/2012/2012_aahsl_recruitguide.pdf), was revised in 2012.

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.

AAHSL Future Leadership Committee 2012-2013

Pamela Bradigan
Nadine Dexter
Irma Quiñones
Debra Rand
Cynthia Robinson
Barbara Epstein, Immediate Past Chair and Board of Directors Liaison
Julia Sollenberger, Chair
Judith Cohn, Chair Designate
Carol Jenkins, Incoming Program Manager
Carolyn Lipscomb, Program Manager
10/7/13