

AAHSL FUTURE LEADERSHIP COMMITTEE 2014 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 7 in Chicago, in addition to working by telephone and email. Members are assigned to program areas of the committee and work in coordination with the program director.

The Leadership Fellows Program has completed twelve years, its successes a result of the support of the sponsors—NLM and AAHSL—and the contributions of fellows, mentors, and committee members.

With funding from the Board of Directors, an evaluation study of the Leadership Fellows Program was conducted last year. A subcommittee (Bradigan, Knott, Dexter, Jenkins, Cohn, Sollenberger) reviewed results and drafted a preliminary report to the AAHSL Board in February. Analysis of the results addressed several key questions. First, how well does the Fellows Program meet AAHSL's and NLM's goals for leadership development, and those of participants? Respondents were overwhelmingly positive in expressing the value of the program. Statistics also indicate its success. Of directors receiving permanent appointments since 2012, 6 are graduates of the Fellows Program. Overall, 27 (44%) graduates have gone on to become directors. Four former fellows assumed permanent director positions in 2014. They are: Anne Seymour (Johns Hopkins); Gabe Rios (Indiana); Rose Bland (South Florida); and Kelly Gonzales (UT Southwestern). Two fellows currently serve as interim directors: John Gallagher (Yale) and Hongjie Wang (Connecticut).

Second, how can the program be improved? The committee continues to consider suggestions from the study results. One change made with the 2015 class selection was that incoming fellows were given the opportunity to provide input to the mentor match process.

2014 is the last year of a three-year Memorandum of Agreement with NLM for partial funding of the Leadership Fellows Program. At the end of 2013 NLM agreed to provide increased funds for the program for three more years (2015-2017) in the amount of \$65,000 each year. We remain very grateful for NLM's continued support.

Carol Jenkins assumed the duties of committee program director on November 1, 2013. Carolyn Lipscomb resigned as committee program manager effective November 1, 2013 after nearly thirteen years in the position. Carolyn was awarded the AAHSL Cornerstone Award for her exemplary achievement at the 2013 AAHSL meeting in Philadelphia. Incoming program director, Carol Jenkins began work with the committee September 1, 2013 to ease the transition of program management. The committee is fortunate that Carol assumed these responsibilities with her extensive experience as former co-chair and mentor. As part of the transition, the duties of program director were revised, with a greater role for the AAHSL Office in event planning, budget preparation and logistics. The committee also began using Basecamp for project planning

and management. Basecamp was used successfully by the Fellows cohort and by several subcommittees for communication and managing their work.

The accomplishments for 2014 are described below for the major areas of committee focus.

- **NLM/AAHSL Leadership Fellows Program**

(Committee working group: Bardyn, Cohn, Jenkins, Knott, Rand, Sollenberger)

The twelfth class completed its year on October 1st. Fellows (Debra Berlanstein, Renee Bougard, Deborah Lauseng, Alexa Mayo, Tara Douglas Williams, Dongming Zhang) and mentors (Tom Basler, Pamela Bradigan, Barbara Cavanaugh, Christine Frank, Anne Linton, Jerry Perry) worked together in fellow-mentor pairs. This is a larger class with 6 fellow/pairs; the increased class size was accommodated within the budget.

All 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 2014 for journal clubs and in-person meetings. Mentors and others developed presentations and facilitated the discussion for the journal clubs. Topics covered were power and influence (Basler), workforce issues (Bradigan), enhanced library roles (Cavanaugh), managerial finance (Frank), diversity and inclusion (DeEtta Jones/Perry), strategic planning (Kathryn Deiss/Perry/DeSantis) and crisis management (Linton). Fellows were asked to undertake substantive assignments in preparation 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 benefited greatly from faculty Kathryn Deiss and DeEtta Jones, who have a long-term association with the program and met in-person with the cohort three times during the year. DeEtta Jones has indicated her desire to relinquish her role with the program for 2015, and the committee is evaluating alternatives.

The half-day Leadership Institute on May 17 in Chicago focused on practical career guidance for fellows as they prepare for director positions. A mock interview exercise was included. Former fellows Jennifer McKinnell and Keith Cogdill described 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 2013-2014 class met for the final time at the Capstone in Washington, DC, September 29 - October 1. 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, NIH, AAMC, LC, NAL, IMLS, SPARC, U.S. Congress, ALA, AACN, AACP, AMIA, and AAHSL met with the group. Some of the issues crossing organizational lines were information policy and funding, scholarly communication, data management, interprofessional education, and collaboration among national libraries. Presenters included those who regularly come to the Capstone as well as some 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. Judy Cohn, DeEtta Jones, Chris Frank, Betsy Humphreys, and Jim Bothmer made remarks.

Publicity for the call for applications for the 2014-2015 class was disseminated, with an application deadline of August 1. From a group of 15 outstanding applicants, a competitive process resulted in the selection of the thirteenth class of fellows. For the second 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 according to connections between fellow interests and mentor expertise and library characteristics. Five mentors are participating in the program for the first time, as well as the second fellow graduate to become a mentor. The new fellows and their mentors are: Elizabeth (Beth) Hill and mentor Joanne Muellenbach; Rikke Ogawa and mentor Jane Blumenthal; Kelly Thormodson and mentor Kerry O'Rourke; Megan von Isenburg and mentor Marianne Burke; Hongjie Wang and mentor Jett McCann; and Matthew Wilcox and mentor Leslie Schick.

The new class will attend the AAMC/AAHSL meetings in Chicago and hold its Orientation with faculty and committee representatives on November 6. 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 class will have the opportunity to have lunch with the AAHSL Board. In addition, a separate short briefing by committee leadership for mentors is planned.

The program continued its goal of building connections among classes. The annual reunion in Chicago on May 17 was attended by about 65 fellows and mentors and guests. With the selection of next year's class, 67 fellows and 57 different mentors will have participated in the program. Over half of AAHSL institutions have had either at least one mentor or fellow on staff or have hired a fellow.

The committee relies on RML libraries and Centers to provide technical support for Adobe Connect used for virtual sessions. Thanks to Michelle Eberle of the New England Region of the NN/LM, who continued to assist with the Leadership Fellows Program this year. Next year support will come from Nicole Dettmar at the Outreach Evaluation Research Center (OERC).

- **Scholarships**

(Committee working group: Quinones, Robinson, Jenkins, Bardyn, Cohn, Sollenberger))

Five AAHSL Leadership Scholarships

(http://www.aahsl.org/index.php?option=com_content&view=article&id=21) of up to \$2000 each were awarded to support attending the Harvard Leadership Institute for Academic Librarians (Donna O'Malley, Marie Ascher), an online master's degree in health administration and interprofessional leadership (Stephen Kiyoi), AMIA 10x10 (Michael Garner) and the Educause Leading Change Institute (Fran Yarger).

The recipients were selected as part of a competitive process. There were seven applicants for scholarships. Primary factors used in ranking applicants included leadership focus of proposed program, career goal related to leadership, and plan for applying program learning.

Reports from all scholarship awardees evaluating their training are posted at:

http://aahsl.memberclicks.net/index.php?option=com_content&view=article&id=21

Since 2003, 59 scholarships have been awarded.

- **Continuing Education Course**

(Committee working group: Heilemann, Tooley)

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 taught at MLA in 2014. The course has been taught seven times since 2002 to almost 120 participants. This year was the first time the course had two, rather than three, instructors; and it was the largest class ever to take the course (15 attendees). The course content was revised, and the web site portion of the content was redesigned and moved from Northwestern Univ. to Univ. of Maryland. Course evaluations were strong, averaging 3.88. This is above the overall average for MLA's 2014 courses.

- **New Directors Symposium**

(Committee working group: Robinson, Dexter, Rand, Bardyn, Cohn, Sollenberger, Jenkins)

The last New Directors Symposium was held in 2012-2013. As of this writing, there are 46 new directors or interim directors appointed since that time. A sub-committee, chaired by Cynthia Robinson, has begun planning the next Symposium to be held in 2015. A survey has gone to new directors to gather input on length, programmatic needs, and ability for host institution funding. An expanded format is envisioned.

- **Research, Recruitment, and Marketing**

(Committee working group: Dexter, Jenkins)

During 2014 seventeen new library director appointments were made and another fourteen institutions had announced vacancies or interim appointments as director. Three director

appointments were made in associate member libraries. Another nine new medical schools undergoing the LCME approval process have not named directors.

These numbers are strong evidence of the continued need for preparing more future directors of academic health sciences libraries.

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. The committee will continue to revise and improve the guide and welcomes suggestions from members.

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.

- **New Projects**

During 2014 Program Director Carol Jenkins was invited to join a leadership training planning project called Nexus II, which late in the year received a three year award from IMLS. This project has potential to build a foundational curriculum for leadership training across library, archives and museum sectors and disciplines, while also being adaptable to unique needs. The NLM/AAHSL Leadership Fellows Program is considered to be a model program; but with the need for new leaders increasing across all sectors, this may provide an opportunity for cost sharing and collaboration.

- **Transitions**

The committee thanks outgoing chair Julia Sollenberger and committee members Pamela Bradigan and Irma Quiñones for their excellent contributions to our success.

AAHSL Future Leadership Committee 2013-2014

Pamela Bradigan (2014)
Nadine Dexter (2016)
Irma Quiñones (2014)
Debra Rand (2015)
Cynthia Robinson (2015)
Teresa Knott (2016)
Barbara Epstein, Board of Directors Liaison
Julia Sollenberger, Immediate Past Chair (2014)
Tania Bardyn, Chair Designate (2016)
Judith Cohn, Chair (2015)
Carol Jenkins, Program Director

10/15/14