

## MINUTES

### AAHSL FUTURE LEADERSHIP COMMITTEE

October 31, 2008

San Antonio, TX

PRESENT: Jo Dorsch, Charlie Greenberg, Cynthia Henderson, Lynn Kasner Morgan, Jim Shedlock; Judy Consales, Carol Jenkins, Co-Chairs; Elaine Martin, Board Liaison; Linda Watson, incoming Board Liaison; Carolyn Lipscomb, Program Manager

ABSENT: Dave Boilard, Bill Garrity, Jan LaBeause, Etheldra Templeton

#### Committee membership

Judy welcomed members. Bill has completed his term; Jo and Charlie have been reappointed for a second year; Dave Boilard has been appointed as a new member; Linda is replacing Elaine as the Board liaison; Elaine is the co-chair designate.

#### Leadership Fellows Program

Lynn reported that the selection process for the 2008-09 cohort went really well. (Lynn, Jo, Elaine, Judy, Carol, and Carolyn constituted the selection committee.) About 15 of the 26 fellow applicants were plausible candidates, so a middle group took the most time to come to the final decision. What struck her were the number of applicants who expressed ambivalence about career goals and the issue of repeat applicants. She was also accustomed to more structured selection criteria; the committee plans to explore assigning weights to criteria. The matching process with mentors presented more of a challenge as it was smaller than usual. Overall, it was a great candidate pool, and the committee had really good discussions, did its homework, and worked by wiki and telephone. Applicants who were not selected received communication about the strength of the pool and selective counseling about their application or intermediate career steps; specific individuals who had applied a number of times were encouraged to design their own study programs. In other cases, a discussion with the applicant's director may be more appropriate. The question of multiple applications from the same library is not addressed in guidelines; however, it may be useful for the director to screen and discuss within in order to put forward one candidate at a time.

The current generation may seek leadership positions with less experience and through untraditional paths; credit for non-library experience can be valid. The AAHSL niche according to the original plan was preparation of directors. Fellows should be serious about their career goals. The CE course is a good step for ambivalent applicants. Will the pipeline of applicants slow and do we need to speed it?

At its meeting, the Board discussed the number of good applicants and asked if the program could support expansion of the cohort. It also discussed potential additional funding sources and if elimination of the five-year requirement would expand the mentor pool. The committee feels that the program works well due to its size and benefits from its "elite" status; although it might be possible to increase the number of fellows to six, it is important not to lose the ability to have a conversation. Linda pointed out that pieces of

the program could be transferable to the home institution, specifically mentoring and coaching. AAHSL might have a role in coaching directors on mentoring their own staff, through a session or sharing of successful strategies.

A trend to appoint directors from within the institution was noted. The program curriculum tries to assist fellows who may not experience external recruiting as well as those who do.

The role of the committee in supporting and promoting graduates was discussed, as well as the desirability of formalizing it. Many individual relationships are sustained; both Jo and Charlie noted support of their mentors in leadership activities (Fulbright and JMLA editorship). Committee members and directors talk to headhunters about graduates. This year the committee shared interview tips with all fellows and communicated the availability of all mentors. The annual reception contributes to communication, and rosters are available on the website.

The 2007-08 cohort held its Capstone and graduation in Washington September 24-26; Linda joined the group on the final day. The co-chairs continued the role of participating fully in the cohort, adding value and exposure for the fellows. (Carol played a dual role of mentor and co-chair this year.) As of the time of the meeting, 16 fellows had received promotions, including nine to director. Lists of promotions and vacancies were distributed for corrections. NLM has agreed to increase its support by 5% in 2009-10 and 2010-11.

#### New Directors Symposium

Cynthia reported that David Ginn has left the planning group due to his retirement and Barbara Epstein will join it. The symposium is planned for March 2009 and will incorporate feedback from the 2006 event. The size and selectivity of that cohort was successful. She observed the question of the effect of the current economy. (Note: plans for the symposium were later revised.)

#### CE Course

Jim reported that the instructor team of Jim, Carol, and M.J. Tooley is meeting the next day. The course is scheduled for the Saturday of MLA 7-11 am. They possibly will incorporate new technology for work in advance of the class. The impact of attendance at the 2009 annual meeting on enrollment remains to be seen. Our application for teaching the course at the 2010 meeting has been received; Jim is on the lookout for the 2011 deadline.

#### Scholarships

The committee has moved to one annual deadline in April. It funded more scholarships at a lower amount this year due to the higher number of good applications. The budget request asks for funds for five scholarships of \$2500. The liaisons reported the Board had approved the request.

### Committee priorities and directions

Is the AAHSL leadership program meeting association needs? Charlie raised the question of interest among directors in developing the institution's international profile; the committee noted the role of MLA or IFLA. Other potential focuses include mentoring one's own staff and who is involved in developing resources for new medical schools (e.g. deans, staff, AAMC, LiME contacts). A task force has been appointed to look at the LCME accreditation basis for AAHSL membership and the potential to grow membership.

Research on how to measure success as leaders may be needed, with the measure broadened and assessed. As a former fellow, Jo noted the cohort felt the end result of assuming a director position was too narrow and didn't reflect as failure of either the program or individuals. There is ambivalence between the goals of leadership and directorships. The evaluation study and article looked at a broader assessment of program success.

### 2008 annual report and 2009 budget request

These documents were distributed to the committee in advance of the meeting.

### Next meeting canceled

The committee will not meet at MLA. As agreed in Chicago, we can conduct our business efficiently with only one in-person meeting at the AAHSL meeting.