

AAHSL FUTURE LEADERSHIP COMMITTEE 2008 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 met in person two times during the year, on May 18 in Chicago, and October 31 in San Antonio, in addition to working by telephone and email. Minutes are posted at http://aahsl.org/Committees_Representatives/Future_Leadership_Committee/FLCMinutes0508.pdf. Since the annual meeting, co-chair designate Elaine Martin has participated in the monthly conference calls with the committee co-chairs and program manager.

Five more fellows (Nadine Dexter, Chris Shaffer, Heidi Heilemann, Brian Bunnett, and Neville Prendergast) were appointed to director positions this year, bringing the total of former fellows in these leadership positions to ten. Seventeen of 30 fellows have been promoted to director or other positions of higher responsibility, and fellows continue to add to their leadership portfolios through other honors and roles.

The accomplishments for 2008 are described below for the major areas of focus.

- **NLM/AAHSL Leadership Fellows Program**
(Committee working group: Dorsch, Martin, Morgan, Consales, Jenkins, Lipscomb)

The sixth class of the NLM/AAHSL Leadership Fellows Program completed their year in September. Fellows (Colleen Cuddy, Jonquil Feldman, Heidi Heilemann, Mary Piorun, and Neville Prendergast) and mentors (Judith Robinson, Michael Homan, Nancy Roderer, Pat Thibodeau, and Carol Jenkins) worked together in fellow-mentor pairs.

The cohort met for monthly videoconference sessions between in-person events. The virtual curriculum refined the experience of the revisions begun in 2007; it takes advantage of outside presenters, mentor involvement, fellow assignments, and improved technology. Sessions on E-science and diversity and cross-cultural communication skills were added. Other topics were budgeting and planning, fundraising, power and influence, and the site visits (the last was scheduled in conjunction with the Capstone). Mentors shared in developing content and facilitating discussions or follow-up activities, along with Rick Forsman, Neil Rambo, Fran Allegri, and DeEtta Jones Young, who made presentations. Fellows were asked to investigate and read in advance of the sessions, with activities such as completing online courses and exploring fundraising activities on campus. The ARL course material on development and power and influence guided the sessions on those topics.

The fellows spent two weeks on site visits at their mentors' home libraries in one-week segments, with experiences tied to their learning goals. They were able to meet a range of library, institutional, and regional personnel and were exposed to issues, initiatives, and leadership styles. Some mentors were able to visit their fellows or to travel to other locations with them.

The cohort also worked together during the year, providing the opportunity for fellows to get to know other directors. It met as a group with faculty for a Leadership Institute at the MLA Annual Meeting on May 21 in Chicago. The institute focused on practical career advice and reflection on the life of a director. Fellows had the opportunity to prepare for a director interview and receive feedback through a simulated exercise paired with mentors other than their own. Guest panelists, Wallace McLendon and Jerry Perry, spoke to the group about their experience as candidates and as new directors.

The 2007-2008 class met for the final time at the Capstone in Washington, DC, September 24-26. 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 ALA, Health and Medicine Counsel of Washington, NLM, AAMC, AMIA, SPARC, NIH, and AAHSL met with the group. A reception and graduation ceremony at the conclusion of the Capstone recognized the achievement of the fellows and mentors.

The annual reunion of former and current fellows and mentors occurred May 16 at Tavern at the Park in Chicago, with about 30 in attendance. The occasion contributes to the goal of building connections among the classes. With the selection of the 2008-2009 class, 35 fellows and 29 different mentors (some mentors have served more than once) will have participated in the program. The committee also considered how to support the career development of fellows after completion of the program—especially as institutions are viewing fellows as a source for recruitment of directors. A message was sent encouraging informal contact with the cohort of mentors from all classes, as well as a checklist for successful interviews.

Publicity for the call for applications for the 2008-2009 class was revised and disseminated, with an application deadline of August 1 (http://aahsl.org/Applications_Awards_Scholarships/NLM_AAHS�2008-2009rev.pdf).

From a group of 26 outstanding applicants—the most in three years, a very competitive process resulted in the selection of the seventh class of fellows (Laura Cousineau, Melissa Just, Rod MacNeil, Sandra Martin, and Nancy Tannery). The selection committee had a pool of 7 director volunteers for matching. Fellows were matched with mentors (Gail Yokote, Cristina Pope, Terry Burton, Gary Freiburger, and Jim Shedlock) according to connections between interests and expertise and library characteristics. Three of the mentors are participating in the program for the first time.

The new class met for the first time for the Orientation October 31 at the AAMC Annual Meeting. The day included introductions and debriefing of the leadership instruments completed prior to the session, along with facilitated discussions of program expectations, intentional leadership, mentoring relationships, environmental scanning, and taking advantage of the AAMC conference.

NLM, through a subcontract from the South Central Region of the NN/LM, supports with AAHSL the travel, management, and other costs of the program. NLM renewed its support for the 2008 through 2011 program years and will increase its contribution in years 2 and 3 of this new three-year bloc. AAHSL renewed its contract with Kathryn Deiss and Jones Young to provide curriculum content and facilitation for the program.

- **Scholarships**

(Committee working group: LaBeause, Consales, Jenkins, Lipscomb)

Five AAHSL Leadership Scholarships

(http://aahsl.org/Applications_Awards_Scholarships/introduction.cfm)

were awarded in April for the ACRL/Harvard Leadership Institute for Academic Librarians (Doreen Bradley, Katherine Chew, and Jane Fama) and the AAMC GIR Leadership Institute (Douglas Varner and Frances Yarger). Support was made possible for all the awards through institutional agreement to share more of the costs. The committee committed all its annual scholarship funds in April and canceled the second October round. Awards will be made once annually in the future; experience has shown that applicants typically make plans to attend annual programs in advance of deadlines.

Reports from all scholarship awardees evaluating their training are posted at http://aahsl.org/Applications_Awards_Scholarships/REPORT_from_Leadership_Scholars_9_05_08.pdf

Since 2003, 33 scholarships totaling over \$58,000 have been awarded.

- **Research and Recruitment**

(Committee working group: Garrity, Greenberg, Templeton, Consales, Jenkins, Lipscomb)

A roster of director vacancies is maintained, to augment the 2007 survey on projected vacancies showing that one-third of current directors intended to retire before 2011 and another third between 2012 and 2016. In 2008, up to 19 institutions at a time had vacant positions or interim appointments.

The AAHSL recruitment guide, Recruiting and Selecting Academic Health Center Library Directors: A Guide

(http://aahsl.org/Publications/Recruitment_Guide_2005.pdf),

is encouraged for use by institutions with director vacancies as well as by persons seeking positions.

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

The four-contact hour CE course “Library Directors: Knowledge, Skills and Career Paths” is on the roster to be offered at the 2009 MLA Annual Meeting. The instructor team of Elizabeth Eaton, M.J. Tooley, Jenkins, and Shedlock (course coordinator) will modify and teach the course.

- **New Directors Symposium**
(Committee working group: Ginn, Henderson)

The Board of Directors approved a revised symposium budget at their January meeting, allotting a portion for planning in 2008 and reserving the balance for 2009. The report of the working group recommended the symposium, to be held in March 2009, be open to all new, acting, and interim directors—including former fellows—appointed since the first symposium. A new planning group of Cynthia Henderson, Barbara Epstein, and Carolyn Lipscomb is now working on a recommendation for the format and timing of the event, due to limitations on institutional travel.

- **Infrastructure**

During the year, a transition was made to the UCLA Adobe Acrobat Connect Professional videoconferencing system, with the approval of the NN/LM. The system, with improved audio capability, was used for the virtual Leadership Fellows Program curriculum and for related committee activities. The demands for technical support are increasing, and the committee has been reliant on assistance contributed by member institutions, including UCLA and formerly Utah. In addition to videoconferencing, the committee uses multiple listservs, wikis, course recording software and archiving, and electronic publication. This year’s class of fellows established a wiki for such things as curriculum materials and site visit reports, an excellent model for future years. The selection committee successfully used a private wiki to share applications and background information. Rick Forsman recorded the budgeting and planning course using Captivate at Colorado. The committee endorses AAHSL’s efforts to provide additional centralized technical support in the future.

- **Marketing**

Wayne Peay, Elaine Martin, and Lipscomb drafted an article on the NLM/AAHSL Leadership Fellows Program and its evaluation study, in the context of the AAHSL leadership program. They are preparing to submit it to a journal.

The Leadership Fellows Program and its participants were recognized at the MLA Annual Meeting during the NLM Update.

AAHSL Future Leadership Committee

Carol Jenkins, Co-Chair 2003-09

Judy Consales, 2005-10, Co-Chair 2007-10

Jo Dorsch (ad hoc), 2007-09

William Garrity, 2005-08
David Ginn, 2005-08
Charles Greenberg (ad hoc), 2007-09
Cynthia Henderson, 2007-10
Jan LaBeause, 2003-09
Lynn Kasner Morgan, 2007-10
Etheldra Templeton, 2003-09
James Shedlock, ex officio, MLA CE Coordinator
Elaine Martin, AAHSL Board of Directors Liaison
Carolyn Lipscomb, Program Manager

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