

NLM/AAHSL Leadership Fellows Program 2005-2006 Report

As the National Library of Medicine/Association of Academic Health Sciences Libraries Leadership Fellows Program begins its fifth year, twenty-five fellows and twenty-five mentors have participated or are currently participating in the program. One indicator of the impact of the program has been the promotion of eight of the fifteen fellows in the first three classes to positions of higher responsibility, including two who have assumed director positions, two others who are interim directors, and three who have become deputy directors since completing the program. (See **Appendix A**.) The participants, both fellows and mentors, have rated the value of their experience highly in annual evaluations. The selection process for fellows is competitive, with continuing high quality of applicants. AAHSL has made the program a top organizational priority, and the community of AAHSL directors is very supportive of the program; the largest pool of mentor applicants to date was available for matching for the fifth class. The program has been cited as a model for an association mentoring program by other organizations.

The program was offered in cooperation with the Association of Research Libraries through the 2005-2006 year. They provided assistance with program design, content and facilitation for in-person leadership institutes, access to online courses, and other program guidance and management. With their experience and reputation for designing and offering career development programs, the relationship with them was important initially until the program developed its reputation. In anticipation of ARL's ending its collaboration due to changes in its strategic priorities, AAHSL redesigned the virtual learning components for the 2006-2007 class and signed a contract with former ARL staff to continue their relationship as program faculty. The planned changes include new courses and journal clubs, videoconferencing technology, content requested by previous classes, and improved cohort communication between in-person events, as well as leadership self-assessment instruments to assist in developing individual learning goals.

Efforts to recruit and identify minority candidates were enhanced in the call for applications for the fifth class. Announcements were sent to minority library associations and letters to nominated minority candidates, and wording was added to emphasize that applications from qualified minority candidates were encouraged. The application form was modified to ask candidates to describe one way they have contributed to promotion of diversity in the leadership of the profession, and they were invited to provide optional information on race or ethnicity to monitor the recruitment process. Eleven of nineteen fellows applicants for the 2006-2007 class specified their background. African-American and Latino fellows were selected, adding to minority representation in previous classes of Hispanic/Latino and Asian.

During 2006, AAHSL has been conducting an NLM-funded evaluation study of the first three years of the program to assess its impact on leadership development and future directors through a qualitative research study, with the report scheduled for spring of 2007. The study included focus groups and interviews of key persons and analysis and interpretation of data collected from them, and it involved almost all the fellows and

mentors, in addition to home library directors of fellows and representatives of NLM and AAHSL. The intent of the study is to measure the development of leadership capacity and the effectiveness of the program with a broader and longer-term perspective than the annual evaluations.

In April 2006, the first AAHSL New Directors Development Symposium was offered for directors with three years or less of tenure in their positions, with the goal of building a community of directors that would contribute to their success at their institutions and as members of AAHSL. Members had expressed the desire to experience the benefits of something similar to the NLM/AAHSL Leadership Fellows Program, and aspects of the content and organization of the new directors symposium were based on the program. Betsy Humphreys spoke to the symposium on the collaboration of NLM and academic health sciences libraries.

2005-2006 Class

The fourth class of fellows and mentors participated in the program during the period from November 2005 through October 2006. Five fellows were selected from a large and competitive pool of twenty-seven applicants, based on their interest in pursuing a directorship in academic health center libraries and their record of leadership initiative and potential. They were paired with mentors from a pool of seven current directors who had volunteered, taking into consideration the fellows' expressed interests for the site visit and mentor relationship and the areas of expertise and library characteristics of the mentors. The 2005-2006 roster of fellows and mentors is included as **Appendix B**.

The cohort of fellows and mentors met together with ARL faculty and AAHSL Future Leadership Task Force co-chairs and project manager at three points during the year: for a daylong Orientation in conjunction with the Association of American Medical Colleges Annual Meeting; a half-day Leadership Institute at the Medical Library Association Annual Meeting; and a three-day Capstone. Fellows were also sponsored to attend the AAMC/AAHSL meetings following the Orientation. In most cases, the fellows spent two weeks on site visits to their mentors' home libraries, in addition to ongoing communication with their mentors throughout the year. In addition, fellows completed three self-paced ARL Online Lyceum courses, with mentors facilitating and participating in follow-up conference calls. The schedule of program components is listed in **Appendix C**.

The Orientation included introductions and discussions on environmental scanning, intentional leadership, and mentoring relationships. All the mentors joined the Orientation during the lunch period for facilitated discussion of program expectations. Fellows began the process of developing their learning plans. Mentors were also able to get together individually with their fellows during the AAMC Annual Meeting and to guide the fellows to take best advantage of the conference.

The individual fellow learning plans are an important tool in shaping the year. In consultation with their mentors, fellows describe three goals and outline their importance,

necessary resources, and definition of success. The plans help determine the focus of the site visits and how other program components can further achievement of the goals, and it is expected that they can be modified during the course of the year. Fellows shared their plans with the cohort at the beginning of the year; at the conclusion of the program, fellows and mentors were asked to review the plans. The learning plans are in **Appendix D** [omitted from this version of report].

The Leadership Institute focused on practical career guidance drawn from mentor experience. Simulated director interviews paired fellows with mentors other than their own; fellows were given the opportunity to prepare for the interviews in advance, and mentors played the role of their medical school deans. Jane Blumenthal added her recent experience in seeking her new position at the University of Michigan. The group also discussed an article on versatile leadership. DeEtta Jones and Kathryn Deiss of ARL led the Orientation and Leadership Institute.

The Capstone event focused on introducing fellows to the role of organizations important to academic health centers, introduced key players, and addressed external issues shaping libraries and their implications for directors. Speakers from NLM, AAHSL, AAMC, ARL and SPARC, Health and Medicine Counsel of Washington, IMLS, and NIH generously gave of their time to meet with the group and discuss organizational initiatives and issues. The AAHSL president attended the Capstone for a day to lead a session and to participate in discussion. AAHSL members Shelley Bader and Suzanne Grefsheim joined the group to share their expertise. The format design to encourage active involvement of the fellows in the event included discussion time with the core group of fellows, mentors, and faculty to supplement the outside presentations. Mentors and the task force were assigned facilitator roles for each session, with responsibility for communicating with speakers in advance, setting up the session to prepare fellows, guiding the session, and leading a post-session discussion. The discussion periods also allowed time to reflect on the experiences of the year and gave program organizers a better sense of the participants' evaluation and suggestions. The Capstone included social events providing the chance to spend time as a group. Both fellows and mentors felt the Capstone was a highlight of the program, with the opportunity for extended intensive discussion and for personal meetings with significant individuals.

The reception and graduation ceremony at the conclusion of the Capstone honored the fellows and mentors. Capstone speakers, area library leaders, and representatives from institutions of the fellows were among the invitees. Fellows supplied names of institutional representatives and other colleagues and family so that AAHSL could send invitations and note their completion of the program. Carol Jenkins, DeEtta Jones, Betsy Humphreys, and Logan Ludwig recognized their achievement on behalf of the sponsoring organizations, and Fran Allegri and Gail Yokote represented the fellows and mentors in describing their experience. The agenda for the Capstone and graduation program are contained in **Appendix E**.

The site visits are the core individual activity. They provide the opportunity for fellows and mentors to spend extended time together and for fellows to experience another

library environment with an emphasis on leadership at the director level. Each site visit is unique, depending on the possibilities at the institution and on the fellow's interests and learning goals. Fellows typically meet a range of library staff, institutional administrators, regional librarians, and others, and they are exposed to issues, projects, and the leadership style of their mentor in his or her organization. Several of the fellows were able to travel to meetings at institutions in other areas of the state. They expand their professional networks, while the library can benefit from the perspective of the fellows. Fellows write reports of their site visits to share with the other fellows and mentors via the list. Some mentors were able to visit their fellows at the fellow's institution, a valuable way to extend the relationship. Judy Consales supplemented one fellow's experience at her mentor's institution by hosting her for a visit to UCLA.

The mentors continue to be the mainstay of the program. In addition to their contributions to their fellows during the site visit and the ongoing relationship, they are a part of the cohort. Their full participation in program components makes it possible for fellows to be exposed to additional leadership styles and areas of expertise. They shared in facilitating conference calls and Capstone sessions. Mentors expressed that they benefit from the program as well and appreciate the opportunity to reflect and to learn from the cohort. The task force co-chairs also participate in many of the program components, supplying additional perspective as directors and former mentors. The program provided consultation and support on mentoring strategies as needed.

The summary evaluations from fellows and mentors are attached as **Appendices F and G** [omitted from this version]. In general, they speak highly of their experience and the perceived value of the program. The Future Leadership Task Force has already discussed or incorporated several suggestions, including expansion of the mentor pool, introduction to AAMC during the Orientation, planned changes to methods of cohort communication, new curriculum topics, and enhanced mentor involvement in learning plans and formalized mentor preparation.

All Classes

The program continued its effort to build connections among program classes. The annual reunion of all former and current fellows and mentors occurred at the MLA Annual Meeting, with about twenty-five in attendance. The reunion is part of the initiative to develop a long-term community across class lines among the participants in the program. Individual mentors and fellows and cohorts are also staying in touch with one another. The second-year fellows sustained their collaboration on an article on how the program has shaped their career goals and preparation.

The mentors from all the classes met together during the AAMC Annual Meeting in Washington, DC, in an informal "mentor the mentors" session for the new mentors of the fourth class. They shared experiences about the role of the mentors and what worked well and what didn't. This event also contributed to fostering links among cohorts.

The focus groups at the MLA Annual Meeting combined mentors and fellows from different cohorts in their respective meetings. This had the unanticipated effect of providing an opportunity for discussion of shared experiences and differences between years.

AAHSL expresses its thanks for the ongoing collaboration with NLM in making this program possible.

Submitted by:

Carol G. Jenkins

Wayne J. Peay

Co-Chairs, AAHSL Future Leadership Committee (formerly AAHSL Future Leadership Task Force)

Carolyn E. Lipscomb

Project Manager, AAHSL Future Leadership Committee

12/30/06

Appendix A

Promotions of Fellows in NLM/AAHSL Leadership Fellows Program First Three Classes

Judy Consales (2002-2003 class)

Associate University Librarian for Life and Health Sciences
Louise M. Darling Biomedical Library
University of California, Los Angeles
(earlier promoted to Director)

Mentor: Carol G. Jenkins

Linda J. Walton (2002-2003 class)

Associate University Librarian and
Director, Hardin Library for the Health Sciences
University of Iowa

Mentor: Wayne J. Peay

Gerald (Jerry) J. Perry (2002-2003 class)

Interim Director
Charles Denison Memorial Library
University of Colorado at Denver and Health Sciences Center
(earlier promoted to Deputy Director)

Mentor: Nancy K. Roderer

Judy Burnham (2004-2005 class)

Interim Director
Biomedical Library
University of South Alabama
(earlier promoted to Associate Director)

Mentor: Brett Kirkpatrick

Nancy J. Allee (2003-2004 class)

Deputy Director, Health Sciences Libraries
University of Michigan

Mentor: T. Scott Plutchak

Brian P. Bunnnett (2003-2004 class)

Deputy Director of Libraries
University of Texas Southwestern Medical Center at Dallas

Mentor: Lynn Kasner Morgan

Gabriel (Gabe) R. Rios (2003-2004 class)

Deputy Director

Lister Hill Library of the Health Sciences

University of Alabama at Birmingham

(earlier promoted to Associate Director of Public Services, Briscoe Library, University of Texas Health Science Center at San Antonio)

Mentor: Karen A. Butter

Patricia (Pat) C. Higginbottom (2002-2003 class)

Associate Director for Public Services

Lister Hill Library of the Health Sciences

University of Alabama at Birmingham

Mentor: Judith Messerle

Appendix B

2005-2006 NLM/AAHSL Leadership Fellows Program

Francesca (Fran) Allegri

Head of User Services

Health Sciences Library, University of North Carolina at Chapel Hill

Mentor: **Gail A. Yokote**

Associate University Librarian for Research Services and Collections

University of California, Davis

Jane Bridges

Clinical Campus Librarian

Memorial Health University Medical Center, Savannah, GA

Mercer University School of Medicine

Mentor: **Laurie L. Thompson**

Assistant Vice President for Library Services

University of Texas Southwestern Medical Center at Dallas

Teresa L. Knott

Deputy Director

Health Sciences and Human Services Library

University of Maryland, Baltimore

Mentor: **Karen L. Brewer**

Director, New York University Health Sciences Libraries

Chair, Ehrman Medical Library, New York University School of Medicine

Julia K. Kochi

Director, Digital Library and Collections

Library and Center for Knowledge Management

University of California, San Francisco

Mentor: **Edward (Ed) W. Tawyea**

Director of Academic and Instructional Support and Resources

University Librarian

Thomas Jefferson University

Jeanette Ryan

Deputy Director

Arizona Health Sciences Library

University of Arizona

Mentor: **Jane L. Blumenthal**

Director, Health Sciences Libraries

University of Michigan

Appendix C

2005-2006 NLM/AAHSL Leadership Fellows Program Schedule

November 4, 2005	Orientation, Washington, DC
November 6	Mentor the Mentors discussion, Washington, DC
November 4-9	AAMC Annual Meeting, Washington, DC
January 23 – February 10, 2006	Online Lyceum Course: Motivation, Performance & Commitment
Week of January 30	Allegrì site visit to UC Davis
Week of February 6	Bridges site visit to Dallas Kochi site visit to Philadelphia Ryan site visit to Georgetown
Week of February 13	Knott site visit to NYU
February 14	Online Lyceum Course conference call
April 3-21	Online Lyceum Course: Library Fund Development
April 5-12	Allegrì site visit to UC Davis
May 1	Online Lyceum Course conference call
May 19	Leadership Fellows Program Reunion, Phoenix
May 20-22	Evaluation study mentor and fellow focus groups, Phoenix
May 24	Leadership Institute, Phoenix Dinner, Phoenix
Week of June 5	Bridges site visit to Dallas
Week of June 19	Knott site visit to NYU
July 10-28	Online Lyceum Course: Power Dynamics & Influencing Skills
Week of July 10	Kochi site visit to Philadelphia
Week of August 7	Ryan site visit to UCLA
August 11	Online Lyceum Course conference call

October 3-5
October 5

Capstone, Washington, DC
Reception and Graduation Ceremony, Washington,
DC

October 29

Evaluation study home directors focus group,
Seattle

Appendix D
Learning Plans

[omitted]

Appendix E

NLM/AAHSL Leadership Fellows Program

CAPSTONE AGENDA

October 3-5, 2006
Washington, DC

Tuesday

NLM, Bethesda, MD (Medical Center stop, Red Line, Metro), Board of Regents Room

8:30 – 9:45 am	Arrival Welcome and Capstone overview Setup for NLM sessions Mini-break	DeEtta Jones Facilitators
9:45 – 11:00 am	Welcome	Sheldon Kotzin Associate Director, Library Operations
	Panel: Library Operations and NN/LM	Sheldon Kotzin Lou Knecht Acting Chief, Bibliographic Services Division Angela Ruffin Head, National Network Office Dianne McCutcheon Chief, Technical Services Division Martha Fishel Chief, Public Services Division Elizabeth Fee Chief, History of Medicine Division Laurie Thompson Mentor facilitator

11:00 am – 12:00 noon Tour of NLM

Melanie Modlin
Public Affairs Specialist,
Office of Communications
& Public Liaison

12:00 noon – 1:00 pm Lunch (on own in cafeteria)

1:15 – 1:45 pm Research & Development

David Wheeler
Head, User Services
Section, Information
Resources Branch
National Center
for Biotechnology
Information

1:45 – 2:15 pm

Michael Ackerman
Head, Office of High
Performing Computing
and Communication
Lister Hill National Center
for Biomedical
Communications

Carol Jenkins
Facilitator

2:15 – 2:30 pm Break

2:30 – 3:30 pm Long-range Planning

Betsy Humphreys
Deputy Director

Donald Lindberg
Director

3:30 – 4:30 pm Extramural Programs

Valerie Florance
Deputy Director,
Extramural Programs

Jane Blumenthal
Mentor facilitator

TBA Drinks

Lipscomb apartment

Wednesday

ARL, 21 Dupont Circle, NW, Suite 800

8:30 – 9:00 am	Continental breakfast Group debrief/highlights of NLM sessions	DeEtta Jones Facilitators
9:00 – 9:30 am	Setup for Information policy session	
9:30 – 9:45 am	Break	
9:45 – 11:45 am	Panel: Information policy and funding	Dale Dirks President, Health and Medicine Counsel of Washington Prudence Adler Associate Executive Director, Federal Relations and Information Policy, ARL Jerry Sheehan Assistant Director for Policy Development, NLM Ed Tawyea Mentor facilitator
11:45 – 1:15 pm	Lunch Setup for AAMC session	Shelley Bader Associate Vice President Educational Resources George Washington University Medical Center Karen Brewer

AAMC, 2450 N Street, NW, Room 403

1:45 – 3:45 pm	Association of American Medical Colleges	
	Faculty Leadership and Development Women in Medicine Program	Diane Magrane Associate Vice President Division of Medical School Affairs
	Medical Education LCME	Carol Aschenbrener Senior Vice President Division of Medical Education
	NIH and legislative issues	David Moore Senior Associate Vice President, Office of Governmental Relations
	Group on Information Resources	Morgan Passiment Director, Information Resources Outreach and Liaison, Division of Medical School Affairs
		Karen Brewer Mentor facilitator
<i>Return to ARL</i>		
4:15 – 4:45 pm	Group debrief/highlights of day	DeEtta Jones Facilitators
6:30 pm –	Group dinner	Hotel Tabard Inn 1739 N St NW Room 26

Thursday

ARL, 21 Dupont Circle, NW, Suite 800

8:30 –	Continental breakfast	
9:00 – 9:30 am	Setup for day’s sessions	Facilitators
9:30 – 9:45 am	Break	
9:45 – 11:45 am	Panel: Scholarly communications	Karla Hahn Director, Office of Scholarly Communications, ARL Heather Joseph Director, SPARC Gail Yokote Mentor facilitator
11:45 am – 1:15 pm	Lunch and discussion	Suzanne Grefsheim Director, Research Library National Institutes of Health Wayne Peay Facilitator
1:15 – 2:15 pm	Open Forum: The View Ahead for Libraries	Wayne Peay Carol Jenkins
2:15 – 3:00 pm	Role of AAHSL	Logan Ludwig President, AAHSL
3:00 – 3:15 pm	Break	
3:15 – 4:15 pm	Institute of Museum and Library Services	Mary Chute Deputy Director for Libraries Carolyn Lipscomb Facilitator
4:15 – 5:00 pm	Group debrief/highlights of day’s sessions	DeEtta Jones Facilitators
	Evaluation of year Wrap-up	DeEtta Jones

6:30 – 8:00 pm

Reception and graduation ceremony
Jurys Washington Hotel
Room Doyle B
1500 New Hampshire Ave. NW

Carol Jenkins
DeEtta Jones
Fran Allegri
Gail Yokote
Logan Ludwig
Betsy Humphreys

**NLM/AAHSL Leadership Fellows Program
2005-2006**

Reception and Graduation Ceremony

**Jurys Washington Hotel
Room Doyle B
1500 New Hampshire Ave. NW**

**Thursday, October 5, 2006
6:30 – 8:00 pm**

PROGRAM

Welcome and Program Background	Carol Jenkins Co-Chair, AAHSL Future Leadership Task Force
Overview of Program and Year	DeEtta Jones Consultant
What It's Meant to Be a Fellow	Francesca Allegri Head of User Services Health Sciences Library University of North Carolina at Chapel Hill
What It's Meant to Be a Mentor	Gail Yokote Associate University Librarian for Research and Collections University of California, Davis
Recognition of Fellows and Mentors Presentation of Certificates	Logan Ludwig President, Association of Academic Health Sciences Libraries Betsy Humphreys Deputy Director National Library of Medicine
Reception	

Appendices F-G

**NLM/AAHSL Leadership Fellows Program
2005-2006**

**EVALUATION OF YEAR
SUMMARY**

[omitted]