

**NLM/AAHSL LEADERSHIP  
FELLOWS PROGRAM  
2015 - 2016**

**BROCHURE AND APPLICATION**



NLM/AAHSL Fellows Class of 2014-2015

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# PROGRAM

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## OVERVIEW

The Association of Academic Health Sciences Libraries (AAHSL) is pleased to announce the 2015-2016 year of the leadership program jointly sponsored by the National Library of Medicine (NLM) and AAHSL. In response to the confirmed need for future leadership, the NLM/AAHSL Leadership Fellows Program is focused on preparing emerging leaders for the position of library director in academic health sciences libraries. Fellows will have the opportunity to develop their knowledge and skills in a variety of learning settings, including exposure to leadership in another environment. They will be paired with mentors who are academic health sciences library directors. In addition to the individual relationship with their mentors, fellows benefit from working collaboratively with other fellows and mentors. Experienced program faculty and mentors will provide content and facilitation for the cohort. The program takes advantage of flexible scheduling and an online learning community to minimize disruption to professional and personal schedules. The sponsors, NLM and AAHSL, will provide financial support for a small cohort of fellows and will underwrite travel and meeting expenses.

The one-year program design is multi-faceted: three in-person leadership institutes; attendance at an Association of American Medical Colleges (AAMC) annual meeting; a yearlong fellow/ mentor relationship; webinars and discussions on issues related to library leadership; and two weeks total on site at the mentor's home library.

The program is designed to:

- Introduce fellows to leadership theory and practical tools for implementing change at organizational and professional levels;
- Introduce fellows to critical issues facing academic health sciences libraries;
- Prepare fellows to interview successfully for director level positions in academic health centers;
- Develop meaningful professional relationships between fellows and mentors that give fellows access to career guidance and support;
- Expose fellows to another academic health sciences library and its institutional leadership under the guidance of their mentors;
- Examine career development and provide models of directors to fellows;
- Create a cohort of leaders who will draw upon each other for support throughout their careers;
- Promote diversity in the leadership of the profession;

The Leadership Fellows Program, in partnership with the National Library of Medicine, signals AAHSL's commitment to ensuring a bright future for academic health sciences libraries. Through this program we cultivate a new set of leaders who will do more than excel as directors of today's libraries, they will define the libraries of tomorrow.

Paul Schoening,  
AAHSL President,  
2014-2015

- Offer recognition to emerging leaders and enhance the competitive standing of fellows as they pursue director positions.

Information on requirements and application to the program may be found on p. 10 for fellows and p. 11-12 for mentors. Applications from qualified minority candidates are encouraged.

## BACKGROUND

I found my experience in the AAHSL Fellows program to be one of those defining highlights of your career that one can remember long after the actual event is over. I can think back to those experiences and remember clearly important points that I can draw on to guide my decisions that I make now as a library director. It truly was an exceptional experience that I had the honor and privilege of being involved in.

Nadine Dexter,  
Fellow, Class of 2006-07,  
Currently Director Health  
Sciences Library and Director  
of Medical Informatics,  
University of Central Florida  
College of Medicine

In 2000, in response to a documented need to recruit and develop first-class leaders in academic health sciences libraries, AAHSL undertook a Future Leadership Initiative, with goals related to recruitment; education and training; mentoring; and research. As part of its initiative, AAHSL has published a recruitment guide for directors for use by institutional leadership, taught a continuing education course for future directors, awarded scholarships for leadership training, and offered a symposium for new AAHSL directors. In 2002, NLM and AAHSL jointly inaugurated the NLM/AAHSL Leadership Fellows Program. Both sponsors have provided financial and other support for the program up to the present day, evidence that they continue to consider it a priority. The Association of Research Libraries, an early partner, continues to host and participate in capstone events.

Two formal evaluations of the program have been conducted by an outside expert. The goals of both studies were to assess the impact of the program on the professional development and careers of fellows and the effectiveness of the curriculum in preparation to be a director. Taken together, these studies examined participants from 2002 through 2012. The evaluations confirm the success of the program goals and design.

Fellows pointed to enhanced leadership skills and credibility as a director candidate, building confidence, and gaining a cohort of peers who share career aspirations as outcomes of the program. Mentors not only contributed to the career

development of fellows; they also felt personal and institutional benefit from participation, through the opportunity to reflect on their own leadership and to learn from their fellow and others in the program.

Over 90% of fellows who participated in the second evaluation said that the program solidified or increased their interest in becoming a library director. Sixty-seven fellows and 57 different mentors have

participated in the program to date. Twenty-seven of 61 graduate fellows have received director appointments. Overall, 75% of fellow graduates have been promoted to director or other positions of higher responsibility.

## DESIGN

The NLM/AAHSL Leadership Fellows Program comprises six components over a one-year timeframe: (1) a one-day group Orientation and attendance at an AAMC Annual Meeting, (2) an ongoing mentoring relationship, (3) a one-day Leadership Institute, (4) two weeks spent at the mentor's library, (5) webinars and discussions, and (6) a three-day group Capstone event. These elements are designed to balance leadership development training with personal interaction and practical experience. Fellows and mentors will participate together in all the components. The program combines a group curriculum with individually-based events.

A full twelve months will be used to build a "community of learners" who will engage in in-person exchanges, distance learning, and hands-on site visits. This experientially based design capitalizes on existing resources and enables fellows to internalize the training and develop relationships with peers and mentors.

Many of the relationships developed over the course of the program endure after the year is over. The program also facilitates a broader community among all the classes of fellows and mentors. As the program matures, there is increasing opportunity for participants to be a part of a group of identified leaders and to meet informally with other classes.

As a fellow, one goal was to learn what directors do all day - and if I wanted to do it. When I decided to apply for a directorship, my future boss was very aware of the NLM/AAHSL program, as my predecessor had been a mentor. One of the things he focused on during my interviews was my value of the program; what I learned and how I planned to use that knowledge. Chief among them were the relationships with my mentor, my cohort of mentors and fellows, and others who have been one or the other since. Eight years later I still reach out to some of them for guidance and advice and they never fail me.

Jett McCann, Fellow, 2005-06 and Mentor, 2014-15; currently Director, Dahlgren Memorial Library and Associate Dean for Knowledge Management Georgetown University Medical Center

## MAJOR LEADERSHIP DEVELOPMENT COMPONENTS

The major program components are summarized below to show how each step builds on the previous learning experience and to illustrate the quality of the overall design.

### **Orientation and Leadership Institute**

The Orientation, on November 5, 2015, held in conjunction with the AAMC Annual Meeting in Baltimore, MD, is the first opportunity for fellows, mentors, and faculty to meet in person. Prior to this meeting, the community of learners will be connected electronically through the program's Virtual Learning Community. The Orientation includes a program overview, provides a chance for faculty, fellows, and mentors to get to know each other and develop initial learning plans for the year, and explores intentional leadership and creating a personal vision. The program also supports an introduction to the 2015 AAMC Annual Meeting to encourage exposure to issues and members of the academic medicine community.

A one-day Leadership Institute will be scheduled in conjunction with the Medical Library Association (MLA) Annual Meeting in May 2016 in Toronto, Canada. This in-person mid-point event helps to bond the cohort, further develops leadership skills, and ensures that the program is addressing the needs of participants.

Both the Orientation and the Leadership Institute will include presentation of and discussion about leadership issues affecting academic health sciences libraries and the larger professional community as well as individual career issues. Faculty experienced with the program and with leadership development expertise will design and facilitate the events.

### **Mentor Relationship and Site Visit**

The relationship for fellows with their mentors is the thread that ties the program pieces together. Fellows are paired with mentors based on the fellow's expressed professional development and the mentor's fields of interest and areas of expertise, as well as characteristics of the mentor's institution.

Fellow and mentor pairs will establish mutual expectations for their newly developed working relationship. They are expected to communicate on a regular and frequent basis to discuss topics of their choosing, such as challenges faced by the fellow and issues in their home libraries and the profession. During this time, fellows and mentors will build relationships, supporting fellows as they consider their next career decisions.

The individual site visit component is crucial to the program, giving fellows first-hand experience under the

The program has given me the opportunity of mentoring a talented and visionary librarian. I've learned at least as much as I've given. I now have a fresh perspective on my own leadership role at my institution and insights into other libraries. I'm looking forward to following my fellow's career. Our profession is in good hands.

— Mentor quoted in 2012 graduation speech

tutelage of highly committed and knowledgeable mentors representing the leaders of the academic health sciences library community. Mentors will work with fellows to design and schedule a visit of two weeks, either consecutive or separate, to the mentor's home library. The design of the site visit will ensure a meaningful and instructive experience—it will be coordinated to meet mentor and fellow expectations and will fulfill the program's goal of exposing fellows to diverse leadership styles and organizational developments of which future leaders will need to be aware.

### **Virtual Learning Community**

A Virtual Learning Community will be created to encourage online exchange of information about program components and discussion of issues and ideas that surface during the course of the program.

Leadership instruments will assist each fellow in identifying strengths and preferences and form a basis for the work the fellow does individually in the program and with the mentor. Program faculty will administer the instruments and guide each fellow through the development of a leadership profile and on its applications to program components.

Between the in-person events, long-distance learning content will be offered monthly to maintain interaction of the cohort and to introduce topics of importance to academic health sciences library leadership. Webinars are presented by fellow/mentor pairs with opportunity for all fellows to undertake activities and participate in discussion with the cohort.

During 2014-2015, online curriculum areas included: Power and Influence, Workforce Issues, Enhanced Library Roles, Managerial Finance, Strategic Planning, Diversity and Inclusion, and Crisis Management. Topics vary based on interests expressed by the cohort.

### **Capstone**

The Capstone is the culminating event, bringing together program participants, faculty, and national leaders in the library and academic health professions. The curriculum will focus on environmental forces helping to shape academic health sciences libraries. It will provide the opportunity to meet with leaders in AAHSL and NLM and their partner organizations and to discuss with directors the implications of key issues. It will tie to concepts raised throughout the year and recognize participants' completion of the program. The Capstone will not only reinforce the cohort of fellows and mentors, but will also serve as a powerful networking opportunity with other leaders. It will be scheduled for three days during Autumn 2016 in Washington, DC. Organizations represented in prior capstone programs include the National Library of Medicine and other national libraries, Association of American Medical Colleges, Association of Research Libraries, Institute of Museum and Library Services, and other health professional and information organizations.

## PROGRAM SCHEDULE

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|                                      |  |
|--------------------------------------|--|
| July 20, 2015                        | Completed application packets due  |
| August, 2015                         | Invited candidates notified of selection decisions   |
| August – September, 2015             | Participation confirmation due<br>Notification letters sent to all applicants                        |
| November 5, 2015                     | Orientation (held in conjunction with the<br>AAMC Annual Meeting)                                    |
| November 7-11, 2015                  | AAMC Annual Meeting, Baltimore, MD   |
| December 2015                        | Fellows/Mentors finalize site visit schedules  |
| January – August 2016                | Site visits  |
| January - September 2016 (Dates TBA) | Facilitated webinars and discussions   |
| May 14, 2016 (Date tentative)        | Leadership Institute (held in conjunction with<br>MLA Annual Meeting, May, 2016, Toronto,<br>Canada) |
| August 31, 2016                      | Deadline for completion of site visits   |
| Autumn 2016 (Dates TBA)              | Capstone and Graduation Washington, DC   |

# FELLOWS

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## TIME COMMITMENT

Times do not include travel time between home and event.

- Orientation: One day, plus attendance at AAMC Annual Meeting (funding is provided for one additional day; the full meeting is approximately six days total), plus preparation time
- Leadership Institute: One day, plus preparation time
- Virtual Learning Community: Approximately 1.5 hours monthly for webinars and discussions, plus related assignments ranging from 1-5 hours each, and 1-5 hours to prepare one webinar
- Site Visit: Two-week (one or two intervals), plus preparation and follow-up time
- Regular ongoing communication with mentor throughout year; typically biweekly calls
- Capstone: Three days, plus preparation time

## TRAVEL INFORMATION

Fellows will be allowed a maximum of \$8,970 each for travel expenses.

Fellows may use the allotment as they choose for travel expenses, subject to the AAHSL Travel Policy. The policy and travel expense form—available at [http://www.aahsl.org/assets/2013/2013\\_aahsl\\_travel\\_policy.pdf](http://www.aahsl.org/assets/2013/2013_aahsl_travel_policy.pdf) and [http://www.aahsl.org/assets/documents/AAHSL\\_Travel\\_Form.pdf](http://www.aahsl.org/assets/documents/AAHSL_Travel_Form.pdf) will govern reimbursement of expenses.

The sponsors will financially support for fellows:

- Attendance at the Orientation and one additional day at AAMC Annual Meeting in November 2015 in Baltimore, MD, which includes: meeting registration, air and ground transportation, lodging and meals.
- Travel to site visit library, which includes: flexibility for one two-week site visit or two one-week site visits, and up to thirteen days' lodging and meals.

- Travel to Capstone in Autumn 2016 in Washington, DC, which includes: air and ground transportation and up to four days' lodging and meals.
- Funding is not provided for travel or attendance at the MLA Annual Meeting in Toronto, Canada. However the program will support one day's lodging and applicable meals at the MLA Institute in Toronto.

## **REQUIREMENTS AND APPLICATION**

The NLM/AAHSL Leadership Fellows Program is designed for librarians with prior management experience; in most cases, a minimum of five years is the baseline for candidates to be given consideration. Applicants should have strong interest in pursuing a directorship in academic health sciences libraries, regardless of type of library background or current setting. They should also have a demonstrated record of leadership initiative and strong potential for future leadership contributions. An MLS or comparable graduate degree is required. Applications are welcomed from professionals working in academic health sciences libraries, hospital libraries, or other library or library-related environments. U.S. and Canadian citizens and permanent residents are eligible for the program. Applications from qualified minority candidates are encouraged. A small cohort of fellows will be selected.

Prospective applicants who do not yet meet these requirements may benefit from taking part in other AAHSL leadership programs (including a short course or scholarships to pursue leadership training opportunities) prior to applying for fellow. Information about these options is available at [www.aahsl.org](http://www.aahsl.org).

Candidates for fellow are asked to include in their application brief responses to the questions outlined on the following page. This information will also facilitate the process of matching fellows with mentors and focus individual program design.

**Potential fellows should submit applications electronically to AAHSL by July 20, 2015, to [office@aaahsl.org](mailto:office@aaahsl.org).**

AAHSL will acknowledge receipt of applications and prepare them for review by the AAHSL Future Leadership Committee. Please contact Carol Jenkins at [carol\\_jenkins@unc.edu](mailto:carol_jenkins@unc.edu) if acknowledgement is not received.

### **Timeline**

|               |  |
|---------------|--|
| July 20, 2015 | Completed application packets due                  |
| August 2015   | Invited candidates notified of selection decisions |
| August 2015   | Participation confirmation due                     |

**Fellow application packets should include the following. It is preferred, but not mandatory, that components be submitted as one PDF or Word file (or two if the letter of reference and support is submitted at a different time).**

1. **Completed Fellow Information Sheet**—please use the attached information sheet or provide the requested information in another format.

Note: NLM and AAHSL are committed to building diverse candidate pools and ensuring diversity of participation in the program. Therefore, we are asking for demographic information to help us collect data and make appropriate enhancements to our future outreach efforts. The information will be used for reporting purposes only to monitor the recruitment process.

2. **CV**

3. **Responses** to each of the following questions (in approximately 500 words overall):

- What is your interest in the program?
- What are your career goals related to becoming a library director?
- Identify your relevant professional experiences and leadership initiatives that meet the program's requirements.
- Describe the length and type of your experience that prepares you for a director position.
- What professional development areas would you like to pursue as part of the site visit?
- Describe an example of how you have contributed to the promotion of diversity and/or inclusion within the profession or at your workplace.

4. **Letter of Reference** from library director (or direct supervisor, if reporting relationship is to person above library) describing demonstrated leadership ability; potential and level of readiness to be an academic health sciences library director; and how the program will contribute to development.

5. **Letter of Support** from home institution for the following:

- Costs associated with travel to the May 2016 MLA Annual Meeting for the Leadership Institute.
- Support (time and other non-financial) for fellow's full participation in all programmatic activities (Site Visit(s) totaling two weeks to mentor's home institution, webinars and discussions, Orientation, Leadership Institute, and Capstone).

*Note: The Letter of Support from the home institution is strongly encouraged but not mandatory for consideration. In the absence of this letter, candidates are asked to supply a written statement agreeing that they understand and are able to support (financial and time commitment) participation in all aspects of the program.*

**Items #4 and #5 may be combined.**

For questions about the application process, or to nominate a candidate for consideration, please contact Carol Jenkins, Program Director, AAHSL Future Leadership Program, at [carol\\_jenkins@unc.edu](mailto:carol_jenkins@unc.edu) or 919-270-6821.

# NLM/AAHSL LEADERSHIP FELLOWS PROGRAM

## Fellow Information Sheet

Name (Ms./ Mr./ Dr.): \_\_\_\_\_

Title/ Position: \_\_\_\_\_

Institution: \_\_\_\_\_

Mailing Address: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

E-mail: \_\_\_\_\_

Telephone:

(w) \_\_\_\_\_

(h) \_\_\_\_\_

(c) \_\_\_\_\_

Graduate Degrees Earned: \_\_\_\_\_

Number of Years of Management Experience: \_\_\_\_\_

Race or Ethnicity (optional): \_\_\_\_\_

## **MENTORS TRAVEL INFORMATION**

NLM/AAHSL will financially support for mentors:

- One day's lodging and meals to attend the Orientation at the AAMC Annual Meeting, November 5, 2015.
- Air and ground transportation and up to four days' lodging and meals to attend the Capstone in Autumn 2016.

## **MENTORS APPLICATION**

The NLM/AAHSL Leadership Fellows Program is seeking academic health sciences library directors to serve as mentors for program fellows. The program is designed to accept a small cohort of fellows, with one mentor matched to each fellow. Mentors will be asked to participate actively in the program's success, contributing to the variety of leadership development components.

Mentors will be recruited based on interest and ability to commit time to the program; ability to participate in in-person cohort meetings; and ability to communicate regularly with and host during the site visit his or her designated fellow. Mentors will be expected to interact periodically with the cohort via the Virtual Learning Community, participating electronically in discussion as part of the online curriculum and sharing with other mentors responsibility for facilitating discussions on the webinars. Mentors will contribute to activities at cohort meetings, including working with designated fellows on exercises.

Mentor and fellow pairings will be based on the fellow's expressed professional development areas and the potential mentor's fields of interest and areas of expertise, as well as characteristics of the mentor's institution.

Mentors should meet the following criteria:

- Five years' experience at director level
- Membership in AAHSL
- U.S. or Canadian citizenship or permanent residency
- Interest in and ability to commit time, during November 2015 – November 2016, to the following program components:
  - o Orientation: One day (November 5, 2015, as part of the AAMC Annual Meeting)
  - o Leadership Institute: One day (May 14, 2016 (tentative date), as part of the MLA Annual Meeting)

- o Virtual Learning Community: Webinars and discussions
- o Site Visit(s) totaling two weeks, plus preparation time (January – August 2015)
- o Regular ongoing communication with fellow throughout year
- o Capstone: Three days (Autumn 2016)

Questions about being a mentor may be directed to committee chair Tania Bardyn, [bardyn@uw.edu](mailto:bardyn@uw.edu), incoming chair Sandra Franklin, [librsf@emory.edu](mailto:librsf@emory.edu), or program director Carol Jenkins, [carol\\_jenkins@unc.edu](mailto:carol_jenkins@unc.edu).

**Directors should indicate preliminary interest in being a mentor by sending an email message to Carol Jenkins at [carol\\_jenkins@unc.edu](mailto:carol_jenkins@unc.edu) by July 15, 2015.**

The selection committee will evaluate fellow candidates and determine the types of institutions needed for appropriate matches. At that point, directors in the mentor pool who could potentially offer these matches will be asked to confirm their participation and to supply additional information about their interests and activities, including:

- A brief statement of your interest in participating in the NLM/AAHSL Leadership Fellows Program as a mentor, including what you and your institution could offer to a fellow and the group in terms of professional development, your own experience, your unique areas of expertise, and/ or institutional areas of focus.
- A current CV.

**Timeline**

|               |  |
|---------------|--|
| July 15, 2015 | Deadline for indication of preliminary interest in being in mentor pool  |
| August, 2015  | Mentors asked to confirm participation and notified of pairing decisions |