

## **AAHSL FUTURE LEADERSHIP COMMITTEE 2009 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 on November 6 in Boston, in addition to working by telephone and email throughout the year.

Three more fellows (Teresa Knott, Melissa Just, and Beth Layton) were appointed to director positions this year. In addition, two incoming fellows have already been promoted to director (Irma Quiñones and Debra Rand), bringing the total number of fellows in these leadership positions to 15. Twenty-three of 40 fellows have been promoted to director or other positions of higher responsibility, while fellows continue to add to their leadership portfolios through other honors and roles.

Carol Jenkins completed her committee appointment in November. Co-chair for six years, she was involved in every aspect of the leadership programs, including as mentor for two fellows, part of the Leadership Fellows Program meetings for every cohort, instructor in the CE course, and New Directors Symposium faculty. More than that, her strategic thinking and commitment have guided the direction of the effort. The committee is fortunate that strong leadership will continue: Judy Consales and Elaine Martin will serve as co-chairs for 2009-2010 and Lynn Kasner Morgan has agreed to be co-chair designate.

The accomplishments for 2009 are described below for the major areas of focus.

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

The seventh class of the NLM/AAHSL Leadership Fellows Program completed their year in October. Fellows (Laura Cousineau, Melissa Just, Rod MacNeil, Sandra Martin, and Nancy Tannery) and mentors (Gail Yokote, Cristina Pope, Scott Plutchak, Gary Freiburger, and Jim Shedlock) worked together in fellow-mentor pairs.

Scott Plutchak agreed in January to assume Terry Burton's mentor role in the cohort. The program supported Scott's visit to Philadelphia to become better acquainted with his fellow. The committee is grateful to both Scott and Terry for their contributions and commitment to the program.

The cohort met for monthly videoconference sessions between in-person events. Topics addressed in the virtual curriculum were: budgeting and planning (Rick Forsman course, Gary Freiburger), E-science (Linda Watson), library as place (Jim

Shedlock), fundraising (Carol Jenkins, Francesca Allegri, and Virginia Bunch), diversity and cross-cultural communication skills (DeEtta Jones Young), power and influence (Scott Plutchak), and site visits (Cristina Pope). Mentors shared in developing content and facilitating discussions, along with outside presenters. Fellows were asked to investigate and read in advance of the sessions, with activities such as completing an online course or exploring fundraising activities on campus.

The cohort used a wiki for their learning plans, site visit reports, curriculum, and other communication, as well as listservs.

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. Many were able to visit other institutions in the state. Their reports speak to the importance of the site visits in developing relationships with their mentors, building a network of contacts, and expanding their vision.

The cohort also worked together face to face along with faculty and committee leadership during the year, providing the opportunity for fellows to get to know other directors. The half-day Leadership Institute, held in conjunction with the MLA Annual Meeting on May 20, focused on practical career advice and reflection on the life of a director. Fellows had the opportunity to prepare for a director interview and participate in a simulated interview exercise paired with mentors other than their own. The mentor offered feedback on the interview and on the fellow's CV and cover letter. Former fellows Heidi Heilemann and Chris Shaffer were guest panelists and shared with the group their experience as candidates—contrasting their situations as internal and external candidates—and as new directors.

As an experiment to encourage fellow and mentor pairs to revisit their learning goals midway during the year, a menu of exercises for reflecting on and discussing the plans together was provided.

The 2008-2009 class met for the final time at the Capstone in Washington, DC, October 19-21. 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, Health and Medicine Counsel of Washington, NLM, AAMC, society publishers, NIH, SPARC, AAHC, AMIA, and AAHSL met with the group. Some of the issues crossing organizational lines included information policy and funding, ethical issues in publishing, scholarly communications, and health care reform. A reception and graduation ceremony at the conclusion of the Capstone recognized the achievement of the fellows and mentors; Donald Lindberg was among those addressing the audience.

About 40 current and former fellows and mentors attended the annual reunion in Honolulu on May 16. For the first time, the event was scheduled for the Saturday night of MLA, and almost all attending the meeting were able to come. Family members were also included this year. The setting made it an especially festive occasion for informal communication; the reunion contributes to the goal of building connections among the classes. With the selection of the 2009-2010 class, 40 fellows and 33 different mentors (some mentors have served more than once) will have participated in the program. Forty-six percent of full-member libraries (53 institutions) have had a mentor or fellow on staff or have hired a fellow; many have participated multiple times in more than one category.

Publicity for the call for applications for the 2009-2010 class was disseminated, with an application deadline of August 3 (<http://data.memberclicks.com/site/aahsl/NLM-AAHSL-Leadership-Fellows-Program-2009-2010.pdf>).

From a group of outstanding applicants, a very competitive process resulted in the selection of the eighth class of fellows (Heidi Nickisch Duggan, Irma Quiñones, Bart Ragon, Debra Rand, and Keir Reavie). This year the selection committee asked directors to indicate a preliminary interest in serving as mentor and invited them if a suitable match was identified. Fellows were matched with mentors (Dorothy Spencer, Judith Cohn, Elaine Martin, Laurie Thompson, and Eric Albright) according to connections between fellow interests and mentor expertise and library characteristics. Four of the mentors are participating in the program for the first time.

The new class held its initial meeting with faculty and committee representatives at the Orientation November 6 at the AAMC Annual Meeting. The day included introductions and group 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. One-on-one debriefing telephone conversations with the fellows were conducted by Kathryn Deiss for the first time, to enhance the use of the leadership reports as developmental opportunities to pursue during the program experience. Gary Byrd joined the group to highlight AAHSL's relationship with AAMC and aspects of the Annual Meeting.

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's contribution includes graduated increases beginning with the 2009-2010 program year. AAHSL renewed its contract with Deiss and Jones Young to provide curriculum content and facilitation for the program.

- **Scholarships**  
(Committee working group: Dorsch, Martin, Consales, Jenkins, Lipscomb)

Five AAHSL Leadership Scholarships  
(<http://www.aahsl.org/mc/page.do?sitePageId=85339>)

of \$2500 each were awarded in April to support attending the ACRL/Harvard Leadership Institute for Academic Librarians (Robert Engeszer and Dongming Zhang) and the Fyre Leadership Institute (Kelly Gonzalez). The institutions of the recipients supplemented the costs of participation. Two other scholarships were awarded for independent site visits to AAHSL libraries. Rose Bland was hosted by Duke and the Medical University of South Carolina, and Ellis Beteck by New York University, Mount Sinai, and UMDNJ.

The Leadership Scholarships are part of the continuum of the AAHSL leadership program and can be awarded to someone at an earlier point in their director career track who may not be ready for the Leadership Fellows Program. Institutions and AAHSL share in supporting the costs of the learning opportunity.

Reports from scholarship awardees evaluating their training are posted at <http://data.memberclicks.com/site/aahsl/AAHSL-Leadership-Scholarship-Reports.pdf>.

Since 2003, 38 scholarships have been awarded.

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

Jim Shedlock, Carol Jenkins, and M.J. Tooley taught MLA CE 203 “Library Director: Knowledge, Skills and Career Paths” to 13 students on May 16. They also prepared a website to augment the class. The overall course grade from the evaluations was a perfect 4.0. Jim surveyed participants to get further feedback on the website and other aspects. The course is on the roster for the 2010 MLA meeting, and the instructors submitted an application for consideration to be included in the 2011 meeting. They revised the course content with a proposed increase in contact hours from four to six.

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

Due to problems with institutional travel budgets and the uncertainty of attending a stand-alone meeting, a new format for the second New Directors Symposium was proposed. The format is a series of virtual meetings combined with in-person meetings held in conjunction with annual AAHSL/AAMC and MLA conferences over the period of November 2009 through May 2010. A call for applications was issued, with a deadline of July 13, and 20 new permanent and interim directors were selected to participate. The ranking of potential topics by applicants helped to shape the curriculum, which will address future library roles, technology and the library, developing a high-performance staff, and life of the director. Experienced directors are presenting content and participating in meetings: Carol Jenkins, Elaine Martin, Brett Kirkpatrick, Lynn Kasner Morgan, Barbara Epstein, Sandra Franklin, and Cynthia Henderson. The keynote session of the symposium took place November 7 in Boston, facilitated by Maureen Sullivan, and featured a lively discussion of director roles and leadership. The symposium goal is to introduce new directors to a

professional community that will contribute to their success at their own institutions and as members of AAHSL.

- **Research and Recruitment**  
(Committee working group: Boilard, 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 2009, between 14 and 25 institutions at a time had vacant positions or interim appointments or were new medical schools in the approval process.

The AAHSL recruitment guide, *Recruiting and Selecting Academic Health Center Library Directors: A Guide* ([http://data.memberclicks.com/site/aaahl/Recruitment\\_Guide\\_2005.pdf](http://data.memberclicks.com/site/aaahl/Recruitment_Guide_2005.pdf)), is encouraged for use by institutions with director vacancies as well as by persons seeking positions.

- **Marketing**

Elaine Martin and Carolyn Lipscomb, with Wayne Peay, wrote an article on the NLM/AAHSL Leadership Fellows Program and its evaluation study, in the context of the AAHSL leadership program. It was published in the November-December issue of *Journal of Library Administration*. The fellows from the second cohort (Brian Bunnett, Nancy Allee, Jo Dorsch, Gabe Rios, and Cindy Stewart) also have an article in the special issue on their experience in the program.

#### **AAHSL Future Leadership Committee**

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

Carol Jenkins, Co-Chair 2003-09

Elaine Martin, Co-Chair Designate 2008-09

David Boilard 2008-11

Jo Dorsch (ad hoc), 2007-09

Charles Greenberg (ad hoc), 2007-09

Cynthia Henderson, 2007-10

Lynn Kasner Morgan, 2007-10

Etheldra Templeton, 2003-09

Barbara Epstein, Special Consultant and Program and Education Committee Liaison

James Shedlock, ex officio

Linda Watson, AAHSL Board of Directors Liaison

Carolyn Lipscomb, Program Manager

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