

**NLM/AAHSL Leadership Fellows Program**

**2008-2009 Report**

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## NLM/AAHSL Leadership Fellows Program

### 2008-2009 Report

#### Highlights

This year's NLM/AAHSL Leadership Fellows Program took place in the midst of the economic downturn. Participants were confronted with challenges and decisions at home that required their first attention. Although the number of available director positions remained high, it seemed that more institutions were filling those positions internally, without necessarily conducting a full recruitment.

The structure of the program allowed it to respond to the current environment. Mentors were able to involve their fellows in unanticipated budget and planning developments and use the situations as a learning experience during site visits. The curriculum, based on discussion and sharing, could incorporate new circumstances. The flexible schedule of many of the components meant that participants could balance their jobs and the program. The perceived value of the program remained high, and fellows felt better equipped to move into director positions.

Four fellow graduates assumed director positions in 2009: Neville Prendergast at Tulane, Teresa Knott at Virginia Commonwealth, Melissa Just at UC-San Diego, and Beth Layton at Northeastern Ohio. In addition, two incoming fellows have already been promoted to director: Irma Quiñones at Puerto Rico and Debra Rand at Hofstra. Overall, 15 fellows are now directors. Of 40 fellows in prior cohorts and the current class, 23 have received promotions to director or other positions of higher responsibility (**Appendix A**).

Between 14 and 25 institutions at any one time had vacant director positions or interim appointments during 2009. This included institutions with developing medical education programs that have applied for preliminary LCME accreditation. Whether the successful candidate comes from the outside or inside, institutions still benefit from an analysis of current needs and the future direction of library and information management services as they make the decision on filling the position. Fellows have moved into director positions both as external and internal candidates.

With the incoming 2009-2010 class, 40 fellows and 33 different mentors will have taken part in the program. AAHSL participation and support are broad-based. Forty-six percent of full-member libraries (53 institutions) have had a mentor or fellow on staff or have hired a fellow; many of them have participated multiple times in more than one category. The selection committee has made a concerted effort to include first-time mentors. Two new mentors were in the 2008-2009 cohort (after a third had to resign), and four of five mentors will be new for 2009-2010.

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, Rod

MacNeil. The program is grateful to both Scott and Terry for their contributions and commitment to the program. This is the second time the program has turned to an experienced mentor to ease a mid-year change of mentor and transition for the fellow.

Fellow applicant pools remain strong. Although the 16 applications received for the 2009-2010 class was a lower number than the annual average of 24, the selection committee was impressed by the quality of the candidates and pleased that people were still willing to make the investment in professional development. The program continues its success in recruiting diverse cohorts: six fellows in the four classes from 2007-2010 have been from under-represented racial or ethnic groups.

Elaine Martin, Wayne Peay, and Carolyn Lipscomb authored a paper for the November-December 2009 issue of the *Journal of Library Administration*, "Building the Next Generation of Leaders: The NLM/AAHSL Leadership Fellows Program." This is AAHSL's first publication describing the program (in the context of the AAHSL leadership initiative) and the NLM-funded evaluation study of the first three years. The fellows from the second cohort (Brian Bunnnett, Nancy Allee, Jo Dorsch, Gabe Rios, and Cindy Stewart) also have an article in the special issue on their experience in the program.

Carol Jenkins completed her role as co-chair of the Future Leadership Committee in November. Co-chair for six years (with Wayne Peay and Judy Consales), she has been a mentor in two cohorts and part of the Leadership Fellows Program meetings for every cohort. Her strategic thinking and commitment have guided the direction of the program. AAHSL is fortunate that strong leadership will continue with Judy Consales and Elaine Martin as committee co-chairs for 2009-2010 and Lynn Kasner Morgan as co-chair designate.

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 year. NLM's backing through funding, guidance, and participation in program events is a major factor in the program's success.

### **2008-2009 Class: Year in Review**

The seventh class of fellows and mentors (**Appendix B**) participated in the program during the period from September 2008 through October 2009. Five fellows were selected from an excellent, competitive pool of 26 applicants (the highest number in three years), 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 pool was likely smaller because the committee did not issue a specific call asking previous mentors to be included.

The cohort of fellows and mentors met together with faculty and AAHSL Future Leadership Committee co-chairs and program 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. AAHSL renewed its contract with DeEtta Jones Young and Kathryn Deiss to lead the Orientation and Leadership Institute, and DeEtta provided facilitation for the Capstone. Fellows were also sponsored to attend the AAMC/AAHSL meetings following the Orientation. The fellows spent two weeks on site visits to their mentors' home libraries, in addition to ongoing communication with their mentors throughout the year. Videoconference sessions were held in months when events were not scheduled. The **schedule of program components** is listed in **Appendix C**.

- **Orientation and AAMC meeting:** The orientation (**Appendix D**) for the new class introduced cohort members to one another and reviewed expectations for the program. The group completed leadership assessments (Myers-Briggs Type Indicator Form M and FIRO-B) in advance, so that reports could be shared with individuals and used as the basis for a discussion of intentional leadership. The fellows and mentors were encouraged to use the profiles in setting goals as they worked on learning plans for the year. The session also included a presentation on how to get the most from a mentoring relationship and a demonstration of the helping relationship. A reading assigned in advance provided background for an exercise on envisioning the future of libraries. Mentors shared guidance on making the most of attendance at the AAMC conference, and the AAHSL Board of Directors greeted the group.
- **Learning plans:** The individual fellow learning plans (**Appendix E**) [omitted from this version of the report] are an important tool in shaping the year. In collaboration 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 share their plans with the cohort at the beginning of the year; fellows and mentors were asked to review the plans mid-year from a checklist of exercises.
- **Virtual learning:** The Web-based curriculum (included in the schedule in **Appendix C**) allows for expanded content and connections between in-person meetings. Topics presented were: budgeting and planning, library as place, E-science, fundraising, diversity and cross-cultural communication skills, power and influence, and site visits. The library as place topic was moved from the prior year's Capstone agenda. Linda Watson (E-science) and Carol Jenkins and UNC staff (fundraising) joined the mentors and DeEtta in sharing presentation and facilitation responsibility for the sessions, and Rick Forsman's course on budgeting and planning was incorporated. Fellows were asked to view an online course, conduct an activity, or read in preparation for the sessions. Adobe Acrobat Connect Professional is used for the teleconferences, made available by the NN/LM. A wiki is used to share and store documents and information related to the program.
- **Leadership Institute:** The institute program (**Appendix F**) emphasized practical career guidance drawing on mentor experience. Fellows were asked to prepare for a mock interview exercise pairing fellows with mentors other than their own; mentors acted as

their medical school dean or other officer and provided feedback to the fellows on the interview and their curriculum vitae and cover letter. Former fellows Heidi Heilemann, Stanford University, and Chris Shaffer, Oregon Health & Science University, participated as a guest panel, describing their recent experience in interviewing for directorships as internal and external candidates and their perspective as new directors. The cohort engaged in a guided discussion of mentor strategies on organizational politics, life of the director, and work/life balance. Due to the location of MLA in Hawaii, the program provided a travel supplement for fellows for the first time.

- **Capstone:** The Capstone (**Appendix G**) focused on introducing fellows to the role of organizations important to academic health centers, bringing in key players, and addressing external issues shaping libraries and their implications for directors. Speakers from NLM, AAHC, AAHSL, AAMC, AMIA, ARL, SPARC, Health and Medicine Counsel of Washington, and NIH generously gave of their time to meet with the group and discuss organizational initiatives and issues. New topics for this year included ethical issues in publishing by a panel of publications directors at societies (facilitated by Scott Plutchak) and health care reform from an association perspective by a panel from AAHC, AAMC, and AMIA (facilitated by Julie Sollenberger). The group visited the NIH Library for the first time and met with the informationist team. The NLM visit included demonstrations by the Computer Engineering Branch and the Images and Archives Section. Julie Sollenberger met with the cohort on the third day. Organizational representatives and mentors worked closely with the program manager to plan and schedule sessions; Sally Sinn took lead responsibility for NLM's involvement.

The Capstone format design encouraged active involvement of the fellows through discussion time with the core group of fellows, mentors, and faculty to supplement the outside presentations. Participants were assigned facilitator roles for each session, with responsibility for communicating with speakers in advance, setting up the session, guiding the session, and leading a post-session discussion. Despite these efforts, finding the balance between fellow participation and the opportunity to observe mentors interact with speakers on director-level issues remains a challenge. Discussion periods also allowed time to reflect on the experiences of the year and post-program transition concerning the impact on fellow career paths and the opportunity for new roles in current and future positions. The Capstone included social events with the chance to spend time informally as a group. Overall, the Capstone provided the opportunity for 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. AAHSL members, Capstone speakers, area library leaders, and persons from fellow and mentor institutions were among the invitees. Fellows and mentors supplied names of institutional representatives and colleagues so that AAHSL could send invitations and note their completion of the program. Judy Consales, Carol Jenkins, DeEtta Jones Young, Donald Lindberg, Betsy Humphreys, and Julie Sollenberger recognized their achievement on behalf of the sponsoring organizations, and Melissa Just and Cristina Pope represented the fellows and mentors in describing their experience.

- **Site visits and mentor relationships:** 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. The visit agendas are anchored by the learning goals of the fellow. Each site visit is unique, depending on the possibilities at the institution and on the fellow's interests and goals. Fellows are able to meet a range of library staff and university or institution officials, participate in and observe library and university meetings and decision making, and gain a sense of their mentors' leadership style in his or her organization. Most of the fellows this year were able to visit other libraries and directors in the area. The fellows share their expertise and give presentations during the site visits. 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 and participate in a group discussion to extend the value of the visits to the cohort. In addition, fellows and mentors communicate with each other on a regular basis and spend time together at MLA or other events.
- **Mentors:** 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 play a role in developing content and facilitating the videoconference sessions, as well as facilitating 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 committee co-chairs also participated in many of the program components, supplying additional perspective as directors or former mentors.

The **summary evaluations from fellows and mentors** are attached as **Appendices H and I** [omitted from this version of the report]. Overall, they speak highly of their experience and the perceived value of the program. The Future Leadership Committee will be considering changes and refinements based on the annual evaluation as well as continuing to incorporate modifications indicated by the evaluation study conducted in 2006-2007. The committee has already modified selection procedures for the 2009-2010 cohort, including use of a scoring sheet and revising the timing of the invitation to mentors. The program also added one-on-one debriefing calls with fellows to discuss their leadership reports, in advance of the Orientation for the new cohort.

### 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 40 in attendance. 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 location in Honolulu and the setting made it an especially festive

occasion for informal communication. The reunion is part of the goal to develop a long-term community across cohort lines among the participants in the program.

Individual mentors and fellows and cohorts also report staying in touch with one another and offering career advice. The committee has worked to encourage ongoing career support for fellows in previous classes. Targeted individual coaching with Kathryn or DeEtta is also available on an as-needed basis; the committee is examining guidelines for the service.

Previous and current mentors met together during the AAMC Annual Meeting for the annual “mentor-the-mentors” session to share their experiences and expectations. Areas of discussion included the role of the mentor, learning plans, site visits, communication with the fellow, contribution to the cohort, impact on mentors, and impact on staff. Seventeen mentors attended in Boston.

### **Goals**

For the upcoming year, we aim to maintain the strength and diversity of candidate pools and the cohort; continue to refine and communicate selection criteria; enhance program content and design, focused on responsiveness and fellow involvement; support mentors and fellow-mentor pairs; incorporate technology in the program curriculum; strengthen assistance for former fellows in their career progression; and address the ladder of leadership development programs culminating in the Leadership Fellows Program.

AAHSL expresses its gratitude and appreciation for the ongoing collaboration with NLM in making this program possible.

Submitted by:

Judy Consales  
Carol G. Jenkins (until 11/09)  
Elaine R. Martin  
Co-Chairs, AAHSL Future Leadership Committee

Lynn Kasner Morgan  
Co-Chair Designate

Carolyn E. Lipscomb  
Program Manager

12/29/09

## Appendix A

### Promotions of Fellows in NLM/AAHSL Leadership Fellows Program

#### *Directors*

**Judy Consales** (2002-2003 class)

Associate University Librarian for Sciences and  
Director, Louise M. Darling Biomedical Library  
University of California, Los Angeles  
(earlier promotions: Director; Associate University Librarian for Life and Health Sciences)  
*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)

Director  
Health Sciences Library  
University of Colorado Denver  
(earlier promotions: Deputy Director; Interim Director)  
*Mentor: Nancy K. Roderer*

**Brian P. Bunnett** (2003-2004 class)

Director, Library and Education Services  
Health Sciences Library and Informatics Center  
University of New Mexico  
(earlier promotion: Deputy Director of Libraries, University of Texas Southwestern Medical  
Center at Dallas)  
*Mentor: Lynn Kasner Morgan*

**Judy Burnham** (2004-2005 class)

Director  
Biomedical Library  
University of South Alabama  
(earlier promotions: Associate Director; Interim Director)  
*Mentor: Brett Kirkpatrick*

**Jett McCann** (2004-2005 class)

Director, Dahlgren Memorial Library  
Associate Dean for Knowledge Management  
Georgetown University Medical Center

*Mentor: Patricia Thibodeau*

**Beth Layton** ((2004-2005 class)  
Health Sciences Library Director  
Northeastern Ohio Universities  
(earlier promotion: Interim Director, Health Science Center Libraries, University of Florida)  
*Mentor: William Garrity*

**Teresa L. Knott** (2005-2006 class)  
Director  
Tompkins-McCaw Library for the Health Sciences  
Associate University Librarian, VCU Libraries  
Virginia Commonwealth University  
*Mentor: Karen L. Brewer*

**Nadine Dexter** (2006-2007 class)  
Director  
Harriet F. Ginsburg Health Sciences Library  
University of Central Florida College of Medicine  
*Mentor: Holly Shipp Buchanan*

**Christopher (Chris) J. Shaffer** (2006-2007 class)  
University Librarian  
Oregon Health & Science University  
*Mentor: Paul Schoening*

**Heidi Heilemann** (2007-2008 class)  
Associate Dean for Knowledge Management, Director  
Lane Medical Library & Knowledge Management Center  
Information Resources & Technology (IRT)  
Stanford University Medical Center  
*Mentor: Nancy Roderer*

**Neville Prendergast** (2007-2008 class)  
Director  
Rudolph Matas Library of the Health Sciences  
Tulane University  
*Mentor: Carol G. Jenkins*

**Melissa L. Just** (2008-2009 class)  
Director  
Biomedical Library  
University of California, San Diego  
*Mentor: Cristina A. Pope*

**Irma Quiñones** (2009-2010 class)

Director

Conrado F. Asenjo Library

Medical Sciences Campus

University of Puerto Rico

*Mentor: Judith S. Cohn*

**Debra C. Rand** (2009-2010 class)

Assistant Dean and Director, Health Science Libraries

Hofstra University School of Medicine

in partnership with North Shore-LIJ Health System

*Mentor: Laurie L. Thompson*

### ***Other Promotions***

**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*

**Nancy J. Allee** (2003-2004 class)

Deputy Director, Health Sciences Libraries

University of Michigan

*Mentor: T. Scott Plutchak*

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

Deputy Director

Lister Hill Library of the Health Sciences

University of Alabama at Birmingham

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

*Mentor: Karen A. Butter*

**Cynthia (Cindy) L. Stewart** (2003-2004 class)

Associate Director/ Clinical, Research, and Education Services

Dartmouth College Biomedical Libraries

*Mentor: James Shedlock*

**Francesca (Fran) Allegri** (2005-2006 class)

Associate Director for External Relations &

Head of User Services

Health Sciences Library

University of North Carolina at Chapel Hill

(current title: Head of User Services)

*Mentor: Gail A. Yokote*

**Jane Bridges** (2005-2006 class)  
Associate Director – Savannah Campus  
Health Sciences Library  
Memorial University Medical Center

*Mentor: Laurie L. Thompson*

**Colleen Cuddy** (2007-2008 class)  
Interim Director  
Ehrman Medical Library  
New York University School of Medicine  
(earlier promotion: Associate Curator/Deputy Director)

*Mentor: Judith Robinson Mercer*

**Keir Reavie** (2009-2010 class)  
Department Head, Health Sciences Libraries  
Carlson Health Sciences Library and Blaisdell Medical Library  
Department Head, Biological/Agricultural Sciences and Map Services Department  
Shields Library  
University of California, Davis

*Mentor: Eric D. Albright*

## Appendix B

### 2008-2009 NLM/AAHSL Leadership Fellows Program

**Laura K. Cousineau**

Assistant Director for Program Development and Resource Integration, Library  
Associate Professor, Department of Pediatrics; Associate Professor, College of Nursing  
Medical University of South Carolina

***Mentor: Gail Yokote***

Acting Co-University Librarian  
General Library  
University of California, Davis

**Melissa L. Just**

Director, Biomedical Library  
University of California, San Diego

***Mentor: Cristina A. Pope***

Director, Health Sciences Library  
SUNY Upstate Medical University

**Roderick (Rod) MacNeil**

Deputy University Librarian  
Scott Memorial Library  
Thomas Jefferson University

***Mentors: Terrance (Terry) M. Burton***

Director, Health Sciences Library  
University of Wisconsin – Madison

***T. Scott Plutchak***

Director, Lister Hill Library of the Health Sciences  
University of Alabama at Birmingham

**Sandra I. Martin**

Interim Director  
Shiffman Medical Library  
Wayne State University

***Mentor: Gary Freiburger***

Director, Arizona Health Sciences Library  
University of Arizona

**Nancy Hrinia Tannery**

Associate Director for User Services  
Health Sciences Library System  
University of Pittsburgh

***Mentor: James (Jim) Shedlock***

Director, Galter Health Sciences Library  
Northwestern University

## Appendix C

### 2008-2009 NLM/AAHSL Leadership Fellows Program Schedule

September-October 2008	Introduction of cohort to program
October 31	Orientation, San Antonio, TX
November 2	Mentor-the-Mentors discussion, San Antonio, TX
October 31-November 5	AAMC Annual Meeting, San Antonio, TX
Week of January 12, 2009	Cousineau site visit to UC, Davis
January 21	Course and journal club: Budgeting and planning Rick Forsman Gary Freiburger
Week of February 16	Martin site visit to Univ of AZ
February 18	Journal club: E-Science Linda Watson
Week of February 23	Just site visit to SUNY Upstate
Week of March 16	Tannery site visit to Northwestern
March 18	Journal club: Library as place Jim Shedlock
Week of April 13	MacNeil site visit to UAB
April 15	Activity and journal club: Fundraising Carol Jenkins, Francesca Allegri, Virginia Bunch
Week of April 20	Tannery site visit to Northwestern
May 16	LFP Reunion, Honolulu, HI
May 20	Leadership Institute, Honolulu, HI
Week of June 1	Cousineau site visit to UC, Davis
Week of June 8	Just site visit to SUNY Upstate
June 16	Journal club: Diversity and cross-cultural communication skills DeEtta Jones Young

Week of July 27	MacNeil site visit to UAB
Week of August 3	Martin site visit to Univ of AZ
August 19	Journal club: Power and influence Scott Plutchak
September 16	Journal club: Site visits Cristina Pope
October 19-21 October 21	Capstone, Washington, DC Reception and Graduation Ceremony, Washington, DC

## Appendix D

### NLM/AAHSL Leadership Fellows Program

Grand Hyatt Hotel, Crockett C  
San Antonio, TX

October 31, 2008  
8:00 am- 4:30 pm

#### Orientation Agenda

- Pre-reading: Goleman, Daniel and Richard Boyatzis. "Social Intelligence and the Biology of Leadership" (Harvard Business Review, September 2008)
- 8:00-9:00 am Continental Breakfast  
Program Overview and Introductions
- 9:00-10:00 am Facilitated discussion
- How do we want to shape this program experience to meet our unique individual and group needs?
  - How will we contribute to the learning?
- 10:00-noon Intentional Leadership  
Debrief Leadership Report
- Noon-1:00 pm Lunch
- 1:00-2:30 pm Getting the Most from Your Mentoring Relationship
- Learning Plan
  - One-on-one time with mentors
- 2:45-4:00 pm Environmental Scan
- 4:00-4:30 pm How to Make the Most of Your AAMC Experience  
Wrap-Up and Adjournment

## Appendix F

### NLM/AAHSL Leadership Fellows Program Leadership Institute

**Agenda (revised)**  
Hilton Hawaiian Village  
Honolulu Suite 2  
Honolulu, HI

Wednesday, May 20, 2009  
12:00 noon – 4:30 pm

- Pre-work: Fellow sends current CV to interviewer by Monday, April 27.  
Fellow writes a customized cover letter and either sends in advance *or* brings to Institute.  
Interviewer posts position description to wiki by April 20.  
Fellow researches position and institution.
- 12:00 noon Lunch and Reconnect
- 12:45 pm Director Interview Exercise
- Each Pair: 30-minute interview  
15-minute feedback session
  - Group Debrief
- 2:00 pm Guest Panel:  
Heidi Heilemann, Associate Dean for Knowledge Management and Director, Lane  
Medical Library & Knowledge Management Center, Stanford University Medical Center  
Chris Shaffer, Library Director/University Librarian, Oregon Health & Science  
University
- Interview/Hiring Experience
  - Perspective as New Director
- 3:00 pm Break
- 3:15 pm Guided Discussion—strategies from mentor directors
- Organizational Politics
  - Aspects of Life of Director
  - Work/Life Balance
- 4:00 pm Wrap-up and Evaluation
- 4:30 pm Adjournment

## Appendix G

### NLM/AAHSL Leadership Fellows Program

#### CAPSTONE AGENDA

**October 19 – 21, 2009**  
**Washington, DC**

***Goal of Capstone:** Introduce participants to roles of organizations important to academic health centers, meet key players, and address external issues shaping libraries and their implications for directors.*

#### Monday, October 19

***ARL, 21 Dupont Circle, NW, Suite 800***

***Goal of Day 1:** Discuss issues of current priority to various organizations and how academic health sciences libraries can benefit and collaborate, including:  
How groups influence legislative issues from complementary perspectives and role of library director;  
Structure of AAMC and points of interaction and influence for libraries;  
Publishers' perspective on ethical issues in publishing and editing.*

8:30 – 9:30 am	Continental breakfast Welcome and Capstone overview Setup for Information Policy session Mini-break	DeEtta Jones Young
9:30 – 11:30 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

11:30 am – 1:00 pm	<p>Lunch and discussion</p> <p>Meet Charles Lowry, Executive Director, ARL</p> <p>Group debrief/highlights of morning session</p> <p>Setup for AAMC session</p>
1:00 – 3:00 pm	<p>Association of American Medical Colleges</p> <p><i>GEA, joint research, online information management module, regional medical campuses</i></p> <p><i>Overview of AAMC and connections to AAHSL</i></p> <p><i>Scientific agenda and impact on libraries</i></p> <p><i>Group on Information Resources</i></p>
	<p>M. Brownell Anderson Senior Director, Educational Affairs Academic Affairs</p> <p>Tony Mazzaschi Senior Director, Scientific Affairs Biomedical and Scientific Affairs</p> <p>Ann Bonham Chief Scientific Officer Biomedical and Scientific Affairs</p> <p>Morgan Passiment Director, Information Resources Outreach Organizational Effectiveness</p> <p>Gail Yokote Facilitator</p>
3:00 – 3:15 pm	<p>Break</p>

3:15 – 3:45 pm	Group debrief/highlights of session Setup for publisher session	
3:45 – 5:15 pm	Ethical Issues in Publishing	<p>Nancy Rodnan Director of Publications American Society for Biochemistry and Molecular Biology</p> <p>Nancy Winchester Publications Director American Society of Plant Biologists</p> <p>Anna Trudgett Assistant Director-Editorial Managing Editor, <i>Blood</i> American Society of Hematology</p> <p>Scott Plutchak Facilitator</p>
5:15 – 5:30 pm	Group debrief/highlights of day	DeEtta Jones Young
7:00 pm	Group dinner	<b><i>Hotel Tabard Inn 1739 N St NW, Room 26</i></b>

**Tuesday, October 20**

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

***Goal of Day 2: Discuss NLM's key roles as national library and within NIH with leaders of key offices;***

***Informationist program at NIH library.***

8:30 – 9:00 am	Arrival Setup for day Discussion of academic health sciences library perspective of NLM	DeEtta Jones Young Facilitators
9:00 – 10:30 am	Library Operations: Opportunities and challenges / Strategic directions / Changing roles  <i>E-publishing issues</i> <i>Digital initiatives</i> <i>Future of document delivery</i>	Sheldon Kotzin Associate Director Library Operations  Becky Lyon Deputy Associate Director Library Operations  Martha Fishel Chief, Public Services Division  Jennifer Marill Deputy Chief, Technical Services Division  John Doyle Technical Information Specialist, Technical Services Division  Joyce Backus Deputy Chief, Public Services Division  Dianne Babski Head, MEDLARS Management Section  Jim Shedlock Facilitator
10:30 – 10:45 am	Break	

10:45 – 11:45 am	Tour of NLM <i>Visits to selected work areas</i>	Patrick McLaughlin Technical Information Specialist, MEDLARS Management Section
12:00 – 1:00 pm	Lunch and discussion Conference Room B <i>Changing national roles Setting research priorities and public policy agenda</i>	Donald Lindberg Director  Betsy Humphreys Deputy Director  Milton Corn Deputy Director Research & Education
1:15 – 2:15 pm	NCBI's research initiatives	David Lipman Director, National Center for Biotechnology Information
2:15 – 3:15 pm	Grant programs and ARRA funds	Valerie Florance Director Extramural Programs  Gary Freiburger Facilitator (1:15 - 3:15 sessions)
3:15 – 4:00 pm	Break and walk to NIH Library	
4:00 – 5:00	NIH Research Library Tour of library and green initiatives Informationist program <b>10 Center Drive, Bldg. 10 Room 1L-25</b>	Facility team Staff  Cristina Pope Facilitator
	Group informal reception	Lipscomb apartment

**Wednesday, October 21**

***ARL, 21 Dupont Circle, NW, Suite 800***

***Goal of Day 3: Discuss information issues and programs and implications for academic health sciences libraries, including:***

*Developments in how advocacy organizations are addressing scholarly communication;*

*How health care reform impacts organization members and how they influence developments;*

*Evidence-based library research and role of library director and staff;*

*Impact of AAHSL.*

*Review year and transitions.*

8:30 – 9:30 am	Continental breakfast Group debrief/highlights of NLM sessions Setup for Scholarly Communications session Mini-break	DeEtta Jones Young
9:30 – 11:30 am	Panel: Scholarly Communications	Julia Blixrud Assistant Executive Director, External Relations, ARL Assistant Director, Public Programs, SPARC  Heather Joseph Director, SPARC  Carol Jenkins Facilitator
11:30 – 11:45 am	Group debrief/highlights of session Setup for afternoon sessions	

11:45 am – 1:15 pm	Lunch and Panel: Health Care Reform: Association Perspective	Steven Wartman President, CEO Association of Academic Health Centers
		Christiane Mitchell Senior Legislative Analyst Government Relations Association of American Medical Colleges
		Meryl Bloomrosen Vice President for Policy American Medical Informatics Association
		Julie Sollenberger President, AAHSL Facilitator
1:30 – 2:30 pm	AAHSL <i>Issues for members and role of AAHSL</i>	Julie Sollenberger
2:30 – 2:45 pm	Break	
2:45 – 3:45 pm	Research and the Director's Role	Suzanne Grefsheim Director, Research Library National Institutes of Health
		Cristina Pope Facilitator
3:45 – 5:00 pm	Group debrief/highlights of day and connections to AAHSL	DeEtta Jones Young
	Open Forum: Post-program transition	DeEtta Jones Young Fellows
	Evaluation of year Wrap-up	DeEtta Jones Young
6:30 – 8:00 pm	Reception and graduation ceremony <b><i>Dupont Hotel</i></b> <b><i>1500 New Hampshire Ave. NW</i></b> <b><i>Foxhall A/B</i></b>	

10/14/09 rev

**Tuesday, October 20, 2009**

**TOUR OF NLM**

*Lister Hill National Center for Biomedical Communications:  
Demonstration of Interactive Publications*

George Thoma  
Chief, Computer Engineering Branch  
Glenn Ford  
Computer Scientist, Computer Engineering Branch

*Preservation offices (time permitting)*

*History of Medicine Division:  
Overview of Images and Archives Section  
Image Digitization and Preservation Process*

Paul Theerman  
Head, Images and Archives Section  
John Rees  
Curator, Archives and Modern Manuscripts  
Christie Moffatt  
Manager, Digital Manuscripts Program

**NIH LIBRARY**

*Facility Tour*

Mary Hash  
Business Specialist

*Informationist Program*

Susan Whitmore  
Chief, Information and Education Services Branch

Informationists:  
Medha Bhagwat  
Mary Ryan  
Pam Sieving  
Tina Stiller  
Nancy Terry  
Anne White-Olson

**NLM/AAHSL Leadership Fellows Program  
2008-2009**

**Reception and Graduation Ceremony**

**Dupont Hotel  
Foxhall A/B  
1500 New Hampshire Ave. NW**

**Wednesday, October 21, 2009  
6:30 – 8:00 pm**

**PROGRAM**

**Welcome and Program Background**

**Judy Consales  
Carol Jenkins**  
Co-Chairs,  
AAHSL Future  
Leadership Committee

**Overview of Program and Year**

**DeEtta Jones Young**  
Principal  
DeEtta Jones and Associates, LLC

**What It's Meant to Be a Fellow**

**Melissa L. Just**  
Director, Biomedical Library  
University of California, San Diego

**What It's Meant to Be a Mentor**

**Cristina A. Pope**  
Director, Health Sciences Library  
SUNY Upstate Medical University

**Recognition of Fellows and Mentors  
Presentation of Certificates**

**Julia Sollenberger**  
President, Association of  
Academic Health Sciences  
Libraries

**Betsy Humphreys**  
Deputy Director  
National Library of Medicine

**Reception**