

President's Report, 2004

AAHSL PRESIDENT'S REPORT

October 26, 2004 2004 is the first year of AAHSL's 2nd quarter century. It is fitting that Building on Success: Charting the Future of Knowledge Management Within the Academic Health Center is a bridge from our storied first 25 years to our future. Charting the Future was developed and published under David Ginn's Presidency in 2003 and has served as a vehicle for AAHSL to better communicate and cement our relationships with key affiliates (MLA, NLM, AAMC, and ARL) and to forge new relationships and collaborations such as AAHSL's affiliate membership with the Association of Academic Health Centers (AHC) that began July 2004. The AHC affiliation promises to leverage AAHSL's mission because of the insights and opportunities AAHSL will have as a result of "our seat at the AHC table." Michael Homan, AAHSL president-elect, and I were very warmly received by AHC executives and members at the AHC Annual Meeting earlier this month.

AAHSL's talent, knowledge, and voltage are provided by our dedicated membership through the AAHSL Board and committee structure. Our level of volunteerism and active, deep member participation is unparalleled in my experience. The AAHSL Board, committees, editorial boards, and task forces are very hard working and productive. Our association management contractor, Shirley Bishop, Inc. has done an outstanding job in support of our growing workload. In one sense, we are a victim of our own success – we have more important work than we have resources.

Because of our growth and the many opportunities that AAHSL is afforded, the Board believes now is the time to assess where we are as an association and where we want to be in 3-5 years. As I mentioned in my mid-term message, we have a little less than 3 years of financial resources at our current spending rate. The AHC affiliation adds to AAHSL costs, and some of our committees are hard pressed to keep up with the current workload. On the other hand, we have an excellent model, in our Future Leadership Task Force, for extending AAHSL's ability to do highly professional work by selectively using outside talent for specific tasks and projects. Using the talents of Carolyn Lipscomb and DeEtta Jones (ARL) to perform important AAHSL work is an excellent example of "intelligent outsourcing." Please note that our ability to utilize these talents is due, in large part, to NLM financial support of our leadership initiatives.

It is for these reasons that AAHSL planned and executed a highly successful Virtual Town Meeting (major kudos to Ed Tawyea and his Jefferson team) in September and will build on the knowledge garnered in our virtual session for our Town Meeting in Boston on Saturday, November 6. The purpose of our Town Meetings is stated above: "where does AAHSL want to be in 3-5 years?" It is important that our membership come together in Boston to build a consensus vision of AAHSL's future and commit the required resources to make it happen. In this context, please review "Building on Success: Charting the Future . . ." and our Virtual Town Meeting webcast. A "Blue Ribbon Panel" will be announced during our Town Meeting. The task of this panel will

be to analyze funding scenarios based on our consensual vision that will emerge from the Town Meeting and report back to the Board in late spring early summer 2005. I believe the Chinese proverb “may you live in interesting times” applies to the AAHSL near future.

Following is a brief synopsis of the main accomplishments of AAHSL committees and other high impact AAHSL activities in 2004. The full committee reports are on the AAHSL web site: <http://www.aahsl.org>

Annual Statistics Editorial Board (Jim Shedlock, Editor)

The Board produced the 26th Edition, print and online versions. The E-version was released February 2, 2004. At the Editorial Board’s annual meeting a goal was to make recommendations for bringing the survey more in line with e-library collections, expenditures, operations and services. Based upon feedback from the membership and ongoing discussion among the Editorial Board, minimal change was made to the 27th Edition surveys.

An important issue that the Editorial Board addressed during the past year was the relocation of the Association’s retrospective data. The host, University of Virginia Alderman Library, informed the Editorial Board that it could no longer support current or future access to the older data. A call for new volunteer hosts was made in June 2004 and two volunteer members have expressed interest in serving as host for the AAHSL retrospective data. The Editorial Board is reviewing offers and will make a recommendation to the AAHSL Board in 2004 or 2005. The Annual Statistics continues to be processed through the generosity of its host, Brown University. The University of Virginia continues to graciously host the Annual Stats’ retrospective data until a new home can be found

Charting the Future Oversight Committee (Scott Plutchak, Chair)

The AAHSL Charting the Future Committee was established in October of 2003 to continue the work of the Charting the Future Taskforce, which had resulted in publication of *Building on Success: Charting the Future of Knowledge Management Within the Academic Health Center*. The role of the committee, within the context of the other AAHSL committees, is to define the future roles and potential for AAHSL libraries, using the framework established for *Building on Success*.

The first priority of the committee is to develop a database that can be used to share information about activities that are taking place within their institutions that can be used to further demonstrate the various roles identified in *Building on Success*. These activities will amplify examples used in the document itself, and develop a body of best practices and innovative programs that members can use in developing their own programs.

Council of Academic Societies (Shelley Bader, CAS Representative)

The CAS Journal Study team reported preliminary results at the 2004 CAS and MLA annual meetings. Gary Byrd coordinated these efforts in collaboration with Tony

Mazzaschi, Director of CAS Affairs at AAMC. A poster, co-authored by Shelley Bader and Gary Byrd was presented at the MLA annual meeting in Washington, DC on May 25, 2004.

The Association of Learned & professional Society Publishers, HighWire Press, and the American Association for the Advancement of Science are also conducting a survey entitled Variations on Open Access: a study of the financial and non-financial effects of alternative business models for scholarly journals. The CAS survey is temporarily on hold while AAMC investigates whether the ALPSP/HighWire/AAAS survey can be expanded to include all CAS society journals. The CAS Journal Study project will continue to refine and further analyze the data gathered to date and supplement that with additional data from either the CAS-initiated follow-up survey or data culled from the ALPSP/HighWire/AAAS survey.

Finance Committee (David Ginn, Chair; Holly Buchanan, Treasurer)

The 2004 budget development process included the use of a template for submission of budget requests from committee chairs, which improved understanding of committee budget needs and streamlined the compilation of budget requests and development of the AAHSL budget.

Holly Buchanan, AAHSL treasurer, contracted with an external accounting firm to undertake the regular examination of AAHSL's books. This review of "best practices" was conducted on 2003 records and was completed in October 2004, with no material errors, irregularities, or illegal acts identified. An interim finance report for 2004, through October, will be distributed at the annual meeting.

Future Leadership Task Force (Carol Jenkins & Wayne Peay, Co-Chairs)

The CE course "Library Director: Knowledge, Skills & Career Paths" was offered for a third year at the MLA Annual Meeting. Rather than offering the course again immediately other means of encouraging future directors will be considered.

The second class of the NLM/AAHSL Leadership Fellows Program is completing their year. The final class meeting will be the Capstone in Washington, October 27-29. The third class of fellows has been selected. They are Susan Bader, Judy Burnham, Beth Layton, Dawn Littleton and Jett McCann. They are paired with mentors Jean Sayre, Brett Kirkpatrick, William Garrity, Rick Forsman and Patricia Thibodeau. NLM is a major supporter of the Leadership Fellows Program. The "Leadership Development Evaluation Plan for AAHSL" provides the framework to evaluate the impact and outcomes of leadership programs. The plan was used in the AAHSL Virtual Town Meeting to gather input on the desirability of the outcomes. The task force is exploring partnership with library and information science educators to evaluate the leadership initiative. In addition, the Recruitment guide was reviewed and updated to include "Building on Success: Charting the Future . . ." and seven AAHSL Leadership Scholarships were awarded in 2004. An editorial in Library & Information Science Research on workforce planning for the profession cited AAHSL's leadership programs as a proactive model

that LIS educators can study. (Matarazzo JM, Mika JJ. Workforce planning for library and information science. *Libr Inf Sci Res* 2004;26:115-20)

JAMA Journal Reviews (David Morse, Editor; Brenda Seago, Editor-Elect)

The new journal reviews appearing as part of the Reviews section of JAMA offer critical evaluations of important new clinical journals written by librarian/physician co-reviewer teams. This year the editor encountered for the first time an instance in which the editors of JAMA rejected a review submitted for publication. The review was a composite review of the open access journals published by BioMed Central. After on again off again discussions, JAMA ultimately rejected the review because of its perceived endorsement of the open access publishing model as implemented by BioMed Central.

Joint Legislative Task Force (Gail Yokote, Chair)

The April task force meeting consisted of briefings from the Health and Medicine Counsel of Washington (HMCW), National Library of Medicine, Government Printing Office, and representatives from SPARC and American Physiological Society. Task Force members and representatives from SPARC and APS shared views about open access. Key topics discussed during Capital Hill visits included support for increased funding for NLM and for the "Digital Media Consumers' Rights Act." The task force also expressed support for "The Consumer Access to Information Act," and opposition to "Database and Collections of Information Misappropriation Act."

Nominating Committee (Michael Homan, Chair)

The Nominating Committee unanimously nominated an outstanding slate of candidates as follows:

Logan T. Ludwig, Ph.D., AAHSL President-Elect

Ruth A. Riley, AAHSL Secretary/Treasurer

Gary Freiburger, AAHSL Board

Outcomes & Assessment Committee (Tamera Lee, Chair)

In late 2003, the Outcomes Assessment Committee transitioned from the Task Force on Service Quality Assessment to the Outcomes & Assessment Committee. The new committee charge is to "lead a culture of outcomes assessment by identifying methods by which academic health sciences libraries are measured . . ." The Committee is evaluating assessment methods to determine which are most useful for evaluating health sciences libraries. Outcomes standards and tools were reviewed, including strengths & weaknesses, target audiences and types of libraries, structure/format, and qualitative and quantitative data output.

Two research papers were produced including Doug Joubert's "Empowering Your Institution: A Mixed-Model Approach to Assessment," which he presented at the 2004 MLA Conference in Washington, D.C. and was honored with the Best Research Paper Award. Joubert's study revealed that for effect on mean overall satisfaction, FTE had no significant effect, number of constituents had low but significant effect, and ratio of staff to constituents had moderate significant effect. Tamera Lee's "Exploring Outcomes

Assessment: The AAHSL LibQUAL+ Experience, is in press for Performance Measurement and Metrics: The International Journal of Library and Information Services.

Program Committee (Gary Freiburger, Chair)

During the year the committee selected Maureen Sullivan to serve as the facilitator for the Town Meeting to be held at the 2004 Annual Meeting.

Dr. John Halamka was selected to deliver the 2004 Matheson Lecture. Dr. Halamka has extensive experience and credentials particularly relating to the use of information technology in healthcare. He is an emergency physician at Beth Israel Deaconess Medical Center and CIO at Harvard Medical School.

Scholarly Communication Committee (Linda Watson, Chair)

Among the action items from the November 2003 meeting was "Support the Open Access (OA) concept and specific initiatives as they arise". 2004 has been a year full of OA initiatives and opportunities. The committee chair participated in monthly meetings of the Open Access Working Group a coalition of Open Access advocates coordinated by SPARC. The committee provided input to BioMed Central on their pricing structure, particularly institutional memberships. One outcome of the London meeting was that BMC has delayed their transition from the FTE institutional membership to the per-article fee model for another year.

The committee responded to the "Enhanced Public Access to NIH Research Information" proposal. A Call to Action with talking points was sent to AAHSL members by Wayne Peay encouraging individual responses to NIH. With input from members at the November 6th Town Meeting, and Board approval, AAHSL will submit a formal response by the November 16th deadline. The Committee asked AAHSL members to communicate with faculty at their institutions who were members of AAMC's Research Advisory Council (the AAMC Council hosted presentations about Open Access at their October 13, 2004 meeting in Washington). On behalf of AAHSL, the committee drafted a dozen letters and participated in numerous meetings.

Web Editorial Board (Ed Tawyea, Editor)

A new interface for the AAHSL website went live just prior to our 2003 annual meeting. Included in the new site is the capability for committee chairs to directly post information to their sections of the site through a 'back office' function.

A new feature, "Spotlight on..." was introduced to publicize the achievements and resources of our member libraries. During the year five libraries were spotlighted: Thomas Jefferson, Yale, University of Iowa, Northwestern, and the University of Texas Medical Branch at Galveston.

A significant effort this year was the planning and implementation of a Virtual Town Meeting. The goal was to provide an opportunity for all members to hear from the chairs of the major committees and interact with them in a virtual environment and to "richly seed our discussion" for the 'real' town meeting at the annual meeting in Boston.

Thomas Jefferson University took on the responsibility of facilitating this event which took place on September 23. Nearly eighty members participated and were able to respond to a series of survey questions posed by the speakers. A live survey of participants indicated a high degree of acceptance of this approach to communications for AAHSL.

The Web Editorial Board will survey members regarding the AAHSL website. This will help determine content, best interface, and best overall communication vehicles. Also under discussion is the future of the Web Editorial Board and whether this is the most effective means of managing AAHSL communications.

Association of Academic Health Centers (AHC) Annual Meeting

The AHC Annual Meeting was held in Tucson, October 6-9, 2004. The meeting was a joint meeting of AHC and the University Hospital Consortium (UHC) and was entitled "Supporting the Academic Mission in Difficult Times." There were approximately 250 attendees and many, perhaps a majority, of the attendees were CEOs and CFOs. There were three major themes: (1) oversight, governance, organization; (2) partnerships & collaborations; (3) financial planning. These themes were characterized as "the building blocks for performance" (that is, ROI). Transparency was the key thread through every discussion (transparency leads to trust and without trust nothing happens). Sub themes were a business approach, buy-in, value, and societal view (greater good). Michael Homan and I learned phrases such as "profitless growth", "anti-credit transaction", "sizing the vision or visioning the size", and "degrees of alignment" (in this context how closely aligned can AHC and their UHC organizations get and how closely aligned do they want to be considering their sometimes divergent missions). Finally, was "don't mistake tools for solutions", a concept that AAHSL has known for a long time . . .

Michael and I presented our introductory AAHSL talk entitled "Knowledge Management in the Academic Health Sciences Center" (it is on the AAHSL website under the tabs "News & Events: AAHSL News"). It was well-received based on the number and quality of questions we got from the audience. Scholarly communication and open access are not yet on the screens of most of our AHC and UHC brethren. However, we had several good discussions with Elaine Rubin, AHC VP for Program and Policy. Elaine is interested in open access and attended the AAMC Research Advisory Council (on October 13, 2004). In addition, Roger Bulger, AHC President and Marian Osterweis, Executive VP, went out of their way to welcome us, invite us to special receptions, and introduce us to AHC Board members and other colleagues. To summarize, Michael and I were received very warmly and openly and believe we have a basis on which to build a strong and mutually beneficial relationship between AAHSL and AHC.

Association Management (Shirley Bishop, Executive Director)

Shirley Bishop, Inc. (SBI) keeps AAHSL running on a daily, weekly basis. Some of the myriad tasks that SBI performs are financial/cash management, contracts administration, email, listserv, and web support, distribution of key documents, like Annual Statistics and Charting the Future, meeting planning and organization, maintaining membership records and archives, and serving as the primary contact point

for AAHSL members and visitors. In addition to the operational talent and skills that we've become accustomed to, Shirley brings AAHSL expert opinion based on her association management knowledge, especially in the areas of intellectual property and financial management.

I wish to express my sincere thanks to the AAHSL Board (David Ginn, Michael Homan, Holly Buchanan, Jane Blumenthal, Connie Poole, and Gail Yokote). Board members have been strategic in their thinking, strong in their encouragement for positive change, responsive to many last minute requests, and flexible in their approach to issues and opportunities. Special thanks to David Ginn, who showed me the ropes and then remained close as an advisor, confidant, and very funny colleague and to Michael Homan for his graceful style and incisive editorial pen. Finally, thanks to Shirley Bishop for her clear, direct communication style, highly efficient manner of project and task completion, and dedication to AAHSL.

I'm confident that AAHSL's collective wisdom will shine through in the upcoming Town Meeting and that, as a result, the best for AAHSL is yet to come. It is exciting to "live in interesting times" because the association and its members have a large stake in, a real voice in, our future, the future of academic health sciences libraries and librarianship.

J. Roger Guard
AAHSL President 2003-2004