

AAHSL FUTURE LEADERSHIP COMMITTEE 2017 ANNUAL REPORT

Summary

The AAHSL Future Leadership Committee (FLC) continues to actively 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. This year's efforts focused on the Fellows Program and Scholarships Program. Following Carol Jenkins' announcement of her retirement from the position of program director, the Committee chairs worked with the Board to recruit Pat Thibodeau as her replacement. She joined the program in July to help select the 2017-18 Fellows cohort, and has worked with Jenkins for a smooth transition.

During the year the chairs met monthly with the program director and as needed with committee members using GlobalMeet conferencing, in order to oversee and coordinate committee work. Following the 2016 meeting in Seattle, committee members selected or were assigned to program areas of the committee and worked in coordination with the program director and chairs. Partly due to the planned turnover in program director, some areas saw no activity this year. The Future Leadership Committee will meet in person on Friday, November 3, 2017 at the Boston Sheraton.

The Leadership Fellows Program has completed 15 years, its successes a result of the support of the sponsors—NLM and AAHSL—and the contributions of fellows, mentors, committee and all AAHSL members. Former fellows Rick Fought (University of Tennessee), Megan von Isenburg (Duke University), Rikke Ogawa (UCLA), Kelly Thormodson (University of North Dakota), Mary Piorun (University of Massachusetts) and Beth Ketterman (East Carolina University) assumed permanent director positions in 2017. Three fellows are currently serving as interim directors (Will Olmstadt, LSU Health Shreveport; Michele Tennant, University of Florida; and Melissa Rethlefsen, University of Utah). **Overall, 53% of Fellows have been named permanent directors or interim director since the program began.**

The sixteenth class of fellows will have its initial orientation meeting on November 2 in Boston. Three mentors are participating in the program for the first time, and two have served previously as mentors. The committee is pleased that once again a former fellow (Teresa Knott) has been selected to be a mentor.

In August AAHSL was asked to submit a proposal to NLM for a noncompetitive award to partially fund the Leadership Fellows Program for one year with the option of four succeeding years. Carol Jenkins, Pat Thibodeau, and the committee chairs submitted the proposal which was approved by NLM. We remain very grateful for NLM's continued support.

Carol Jenkins completed her fourth year as Leadership Program Director. In this role she worked under overall guidance of the committee chairs, and was responsible for management of the Fellows Program as well as management of all other committee responsibilities, liaison with the full committee and logistics coordination with the AAHSL Office. The Office continued to manage logistics and expenditures for fellows and other committee activities. The committee

used Basecamp to coordinate program management and communications and foster community. Basecamp was used successfully by the full committee, leadership fellows cohort, scholarships subcommittee, and leadership fellows selection subcommittee.

Budget/Expenditures: no information available

The accomplishments for 2017 are described below for the major areas of committee focus.

NLM/AAHSL Leadership Fellows Program

Committee working group: Albright, Schoening, Franklin, Muellenbach, Feldman, Jenkins, Thibodeau

The fifteenth class completed its year on September 27, 2017. Fellows (Will Olmstadt, Sandy De Groote, Beth Ketterman, Melissa Rethlefsen, Jean Song) and mentors (Mike Kronenfeld, Laura Cousineau, MJ Tooley, Judy Cohn, Cynthia Henderson) worked together in fellow/mentor pairs.

Fellows communicated with each other and with their mentors on a frequent basis throughout the year. All fellows spent two weeks on site visits at their mentors' home libraries in one-week segments, with visits anchored by their learning goals. At its Orientation meeting on November 10 in Seattle, the cohort met with committee faculty and consultant Kathryn Deiss. They discussed topics including intentional leadership, crafting a personal vision, and the mentoring relationship. Deiss, who has served as faculty to the program since its inception, administered two leadership questionnaires prior to the orientation meeting. She debriefed each respondent individually prior to the meeting, and also provided a group profile summary at the meeting.

This year a new topic, boundary spanning, was introduced. Boundary spanning describes a set of leadership skills that focus on exerting influence without authority and similar skills considered crucial in today's complex institutional settings. These skills are featured in the products developed by the Nexus LAB Project (Leading Across Boundaries) with which Jenkins and Deiss were working. Another product of Nexus LAB that was used this year is the Layers of Leadership. Fellows were asked to consider the "Layers" document in developing their learning plans. This design framework matches leadership skills with various leadership roles or levels and is a possible guide for defining needed learning and assessing fellows' progress. Fellows took a pretest based on the Layers of Leadership and will take a post-test after the completion of their year.

Site visit principles were shared with the cohort at its orientation meeting. Fellows were able to meet a range of library staff and university officials, participate in and observe library and university meetings and decision making, attend events, visit other institutions, and gain a sense of their mentors' leadership styles. They also shared their own perspective with their mentors' staff. Their reports speak to the importance of the site visits in developing relationships with their mentors, building a network of contacts, gaining ideas to incorporate in their current jobs, and expanding their vision.

Building on the orientation and learning plans, the group met on a monthly basis in 2016-17 for virtual sessions and in-person meetings. Mentors and their fellows developed virtual

presentations and facilitated the discussion for the sessions. Topics covered were power and influence (Rethlefsen and Cohn), enhanced library roles (Song and Henderson), workforce issues (Deiss), institutional/managerial finance (Ketterman and Tooey), strategic planning (De Groote and Cousineau), and crisis management (Olmstadt and Kronenfeld). Mark Puente, ARL Director of Diversity and Leadership Programs, also led a virtual discussion on diversity and cross cultural competence. Fellows completed assignments with the goal to encourage them to think strategically at a director level. Mentors contributed their own experience and perspectives to the discussions.

The committee relies on NN/LM regional libraries to provide technical support for virtual sessions, which migrated this year to WebEx. Thanks to MJ Tooey, Director; and Tony Nguyen and Colette Beaulieu of the Southeastern Atlantic Region of the NN/LM, who assisted with the leadership fellows virtual sessions this year. With the change to WebEx, videos of virtual sessions are now archived on the Fellows' Basecamp site.

The full-day Leadership Institute held in Seattle on May 27 and facilitated by Kathryn Deiss, focused on developing versatile leadership and practical career guidance for fellows as they prepare for director positions. A mock interview exercise was included. Former fellows Shannon Jones, Library Director, Medical University of South Carolina and Rose Bland, Library Director, University of South Florida Shimberg Library, described their recent experiences in interviewing, the hiring experience, and perspective as new directors. The Institute also included a guided discussion on organizational culture, the life of a director, and benefits and costs of leadership. A group activity on innovation was added to the program this year.

The committee continued a tradition of hosting at the MLA annual meeting a reunion social gathering of all current and former fellows and mentors along with AAHSL and NLM leadership; with assistance from the AAHSL Office. Approximately 85 persons attended the event held at the Mayflower Park Hotel in Seattle. Attendees have remarked on how valuable this event is to reconnect with colleagues and strengthen the fellows community.

The 2016-2017 class met for the final time at the Capstone in Washington, DC, September 25 - 27, 2017. This program 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 NLM, NIH, AAMC, LC, NAL, IMLS, SPARC, ARL, AACN, AACP, ADEA, AMIA, and AAHSL met with the group. Issues of current priority for academic health sciences libraries include information policy and funding, scholarly communication, data management, the changing role of national libraries, NLM initiatives and operations, interprofessional education and team-based care, and diversity. Presenters included those who regularly come to the Capstone as well as some first-time speakers: Elliott Shore and Krista Cox (ARL), Jerry Sheehan, Joyce Backus, Dianne Babski, Jennifer Marill, David Gillikin, Amanda Wilson and Mark Ziomek (all from NLM), Heather Joseph (SPARC), Kathy McGuinn (AACN), Leo Rouse (ADEA), Lucinda Maine (AACP), Heather Sacks, Tannaz Rasouli and Eric Weissman (all from AAMC), James King, Chris Belter, Lynn Young and Doug Joubert (all from NIH Library), Sarah Fuller (IMLS), Mark Sweeney (LC), and Stan Kosecki (NAL). A highlight was the opportunity for fellows' conversation with Patricia Flatley Brennan, NLM Director. The speakers' participation strengthened their relationship with AAHSL, in addition to benefiting the

Fellows. Many speakers comment on how valuable and unique they think this program is. A reception and graduation ceremony on the final evening of the Capstone recognized the achievement of the fellows and mentors and was attended by meeting participants, speakers and local library leaders from the area. There were about 45 attendees. Eric Albright, FLC Chair; Kathryn Deiss, Program Consultant; Jerry Sheehan, NLM Deputy Director; Cynthia Henderson, Mentor; Jean Song, Fellow; Jane Blumenthal, AAHSL President-Elect and Carol Jenkins, Program Director made remarks. Carol Jenkins was presented with a gift from AAHSL in appreciation for her work with the Future Leadership Program.

The call for applications for the 2017-2018 class was widely disseminated, with an application deadline of July 28. Beyond AAHSL, announcements were sent to major library associations and e-mail lists, groups and institutions reaching related or underrepresented audiences, and program alumni. Seventeen applications were received. This is the highest number of applications since 2012 and is close to the average number of applications received since 2007 (18). Seven finalists were interviewed by telephone. The goal was to find fellows on a career track to be a director in a relatively short timeframe, for whom the program will make a difference in achieving that goal. Seven librarians were interviewed by phone, and five librarians were offered and accepted fellowships.

Fourteen directors were considered in a preliminary pool of mentors. Each fellow is matched with a mentor director based on his/her interest and availability, and who can best provide a rewarding fellowship experience addressing the fellow's particular goals. The committee identified up to three good mentor matches for each fellow selected, and then asked each fellow to indicate his/her preference. Three mentors are participating in the program for the first time, and two have served previously as mentors. The new fellows and their mentors are: Amy Allison (mentor, Cynthia Robinson); Robin Champieux (mentor, Janice Jaguszewski); Deidre Rios (mentor, Brenda Seago); Linda Van Keuren (mentor, Barbara Cavanaugh); and Philip Walker (mentor, Teresa Knott). Once again a former fellow (Teresa Knott) has been selected to be a mentor. With the 2017-2018 class, four former fellows will have served as mentors, signaling that the Fellows Program is now in its second generation, and that grass roots support is strong.

The new class will attend the AAMC/AAHSL meetings in Boston and hold its orientation with faculty and committee representatives on November 2. In preparation, members will complete leadership assessment instruments, and Kathryn Deiss will hold one-on-one debriefing telephone conversations with fellows to enhance use of the leadership reports as developmental opportunities to pursue during the program experience. The orientation will include introductions and group debriefing of the leadership instruments, along with facilitated discussions of program expectations, intentional leadership, mentoring relationships, and environmental scanning. The 'Levels of Leadership' design framework written by the Nexus LAB Project will be used again to guide personal goal setting and inform program evaluation. A separate orientation meeting for mentors will be held online on November 14, 2017.

With the selection of the incoming 2017-18 class, 82 fellows and 65 different mentors will have participated in the program. Sixteen mentors will have served in this role two or more times and four former fellows, now directors, will have also served as mentors. Well

over 75% of AAHSL institutions have had at least one mentor or fellow on staff or have hired a fellow.

Scholarships

Committee working group: Gallagher (chair), Albright, Franklin, Jenkins, Schoening

AAHSL leadership scholarships support career development opportunities for persons interested in leadership roles in academic health sciences libraries. Their institutions share in the costs of supporting participation in the programs. The scholarships are part of the continuum of AAHSL leadership programs. Five AAHSL leadership scholarships in the amount of \$2500 each were awarded this past year. The recipients were selected as part of a competitive process that attracted nine applications.

Four awardees received support to attend the 2017 Harvard Leadership Institute for Academic Librarians: Melissa Haendel, Oregon Health Sciences University Library; Emily Glenn, McGoogan Library of Medicine, University of Nebraska Medical Center; Mellanye Lackey, Spencer S. Eccles Health Sciences Library, University of Utah; Robyn Rosasco, Charles Edward Maguire Medical Library, Florida State University. One scholarship was given to support attendance at the upcoming 2018 Triangle Research Libraries Network (TRLN) Management Academy. The recipient of this award was Anna Krampfl, Skelton Medical Library & Peyton T. Anderson Learning Resource Center, Mercer University School of Medicine. No funds were reserved for out of cycle requests in 2017. Reports from all scholarship awardees evaluating their training are posted [here](#). Since 2003, a total of 74 leadership scholarships have been awarded. (Nine additional data management awards were made by this committee in the past, but in 2017 this was turned over to AAHSL's Research Committee.)

Continuing Education Course

Committee working group: Heilemann, Tooley

M.J. Tooley and Heidi Heilemann continue to serve as the instructor team and will be adding Gabe Rios as an instructor for MLA CE 202 "Do You Want to Be a Library Director: Knowledge, Skills and Career Paths." The course was not offered in 2017, but is scheduled to be offered at the 2018 MLA annual meeting.

New Directors Symposium

Committee working group: Lyons, Albright, Franklin, Jenkins, Schoening

The group was scheduled to begin planning the next Symposium, developing alternative models for a cost effective program. However this work was postponed when recruitment began for a new program director and will resume in 2018.

Marketing

Committee working group: Albright, Berryman, Franklin, Jenkins, Schoening

The goal to improve the effectiveness of marketing the leadership programs continued this year. Improvements to the AAHSL website continue to make the leadership programs more findable, however gaps in content still need to be addressed. Press releases about the Leadership Fellows Program were updated and shared widely with library groups and institutions during recruitment and announcement of the cohort.

Recruitment Guide

Committee working group: Parker-Kelly, Albright, Franklin, Jenkins, Schoening

The AAHSL recruitment guide, *Recruiting and Selecting Academic Health Sciences Library Directors: A [Guide](#)* was extensively revised and published online early this year. The committee will continue to revise and improve the guide and welcomes suggestions from members.

Nexus II – Leading Across Boundaries

During 2017 program director Carol Jenkins continued to represent AAHSL in the Nexus LAB (Leading Across Boundaries) leadership development project funded by IMLS. The project began in 2013 with an IMLS planning grant and continued through September 2017 to design and implement a design framework called Layers of Leadership, curriculum content for leadership training in areas shared by libraries and other cultural institutions; as well as evaluation instruments to measure learning. These components were field tested in 2017. The Fellows Program used the Layers of Leadership and the evaluation instrument during the year, as reported earlier. With the need for new leaders increasing across all sectors, this project may provide AAHSL an opportunity for program enrichment and sharing. At this writing, there is the possibility that the Nexus Project will continue beyond its funding period under a different banner. More information about Nexus is available [here](#).

Transitions

The committee extends its thanks to Sandra Franklin, outgoing past chair; to Donna Berryman and John Gallagher for their excellent contributions; and to Carol Jenkins, who retired from her position as program director. We welcome Pat Thibodeau, new program director, and the following new members (terms 2018–2020): Teresa Knott, Barbara Cavanaugh, and Heidi Heilemann, chair designate.

AAHSL Future Leadership Committee

Terms expiring in 2017:

Donna Berryman

John Gallagher

Sandra Franklin, Past Chair

Terms expiring in 2018:

Darlene Parker Kelly
Joanne Muellenbach
Eric Albright, Chair

Terms expiring in 2019:

Amy Lyons
Jonquil Feldman
Paul Schoening, Chair Designate

Terms expiring in 2020:

Barbara Cavanaugh
Teresa Knott
Heidi Heilemann, incoming Chair Designate

Nadine Dexter, Board of Directors Liaison
Carol Jenkins, Program Director

Written by Carol Jenkins and submitted on behalf of the FLC by Patricia Thibodeau.