

NLM/AAHSL Leadership Fellows Program, 2021-2022 Progress Report

This report describes progress and accomplishments of the Leadership Fellows Program (LFP) from September 2021 to the present. The program is in its nineteenth year and has had a very successful year so far despite the continuing uncertainties caused by the COVID-19 pandemic. It has also been a very busy year as the program recruited and brought on a new trainer/consultant as well as added a multi-cultural training specialist and began recruiting for a new program director for the 2022/2023 class.

AAHSL is grateful for the overall support from NLM and from the NNLM SE/A Region for its support of our virtual curriculum. Both have been essential to our continued success.

Impact of COVID-19 Pandemic

Despite vaccinations and decreasing infection rates, COVID-19 still had an impact on planning the new 2021/2022 program year. However, it also brought opportunities to test new approaches for introducing a new class to the program using online technologies and try new tools to enhance the online learning environment.

The Orientation program was virtual due to the pandemic and the content was delivered over numerous sessions using online platforms. The Orientation will continue to use some online approaches for future classes since it frees up time for other important content. The class had online introductions through their individual videos that they created and posted, and then Zoom sessions were held for introductions to the learning community, one for fellows and a separate session for mentors. The debrief of the Myers-Briggs Type Indicator was also held as an evening Zoom session and social event, allowing the fellows and mentors to learn more about each other.

Fortunately, the class participants and trainers and consultants were all vaccinated, had their boosters and were ready to experience an in-person Leadership Institute in April. The group met in Washington, DC, April 5 through 8 and had a wonderfully rich and exciting session. All the class members and trainers were truly energized by having face-to-face contact and discussions, and everyone stayed engaged from morning breakfasts through two group dinners. The level of engagement and sharing reflected the importance of in-person contact in addition to virtual sessions.

New Trainer/Consultants with New Approaches

The Future Leadership Committee (FLC) led a successful recruitment of a new trainer/consultant Janice Jaguszewski. After serving as FLC chair and a mentor, she stepped down as an academic health sciences library director and formed “Janice J Consulting” for leadership consultations and training. Janice has many years of training and coaching experience, but her knowledge of the program goals and curriculum brought an even greater expertise to the position.

The role of the leader in diversity, equity, and inclusion has been growing in importance for AAHSL directors and the profession and all its leaders. The program was committed to expanding this critical content area for its fellows. Janice was able to recruit Pamela Espinosa de los Monteros, a multicultural training specialist, to help create and teach more robust sessions on DEI and to interweave those strategies with the leadership role. DEI was integrated into the virtual Orientation content, followed by a special virtual session, and then interwoven into presentations, discussions, and a case study at Leadership Institute.

As the new trainer, Janice also took a fresh approach to the curriculum while still learning from the past curricular content and tapping into the expertise of prior trainer Kathryn Deiss. Janice's focus was on the strategic leader who recognizes their strengths, leadership preferences, and emotional intelligence. The Leadership Institute emphasized leading in a complex environment. The class was given leadership tools such as active adaption, the power of questions, and simple rules, while discussing organizational culture, communication, power and influence, and managing change. In addition, fellows and mentors were asked to develop their leadership framework: leadership values, purpose, interdependent pairs (polarities), and their own simple rules for working with people. The fellows and mentors gave high scores to all the sessions, especially valuing the deep discussions that the real-life case studies generated. However, it was also clear from the comments that having the chance to meet in person heightened and deepened the learning experience.

Evidence of Program Success – Participants

The Leadership Fellows Program continues to produce graduates who pursue academic health sciences library leadership roles. Through the 2021/2022 class, 53 graduates or 55% have received library director appointments. One fellow in the current class (Erinn Aspinall, University of Minnesota) has already been appointed as director and two more prior fellows have been recently appointed or promoted to that position (Gail Kouame, University of Southern Alabama, and Bart Ragon, University of Virginia). Another fellow was promoted to director of health and biomedical library services last year (Erika Sevetson, Brown University). As director positions become vacant, recruiters continue to seek program graduates as candidates as well as members of the current class.

Fellows continue to add to their leadership portfolios in other ways, including elected and appointed offices, research and publications, and receiving national awards. An annual review of Fellows' promotions to director and other leadership roles will appear in the fall NLM report.

Including the current 2019/2020 class, 97 fellows and 77 different mentors have taken part in the program. Over half of AAHSL libraries have participated in one or more roles. (See Appendix A for a list of current participants). This year we have four new mentors (Gabe Rios, Nancy Allee, Sandra Franklin, and Mary Piorun), along with Anne Seymour who was a mentor for a previous class. Three of the first-time mentors were prior fellows, bringing the total of fellows who have become mentors to fifteen (15).

The program is committed to recruiting fellows from under-represented minorities. Announcements about the program are sent out to various library groups that represent diverse ethnic and racial groups. Beginning in 2006/2007, the program started voluntary self-identification of ethnic or racial status as part of the fellows' applications. From 2007 through 2021, 23.3% of applicants have been from under-represented groups and 27.3% of the selected fellows have self-identified as a racial or ethnic minority. No one in the previous 2020/2021 applicant pool self-identified with an underrepresented racial or ethnic group, but due to the FLC's new approaches to recruiting more diverse librarians, the 2021/2022 applicant pool resulted in 58.3% (0.0% in 2019/2020) self-identifying with underrepresented racial and ethnic groups, with five identifying as Asian, one as Hispanic, and another as Black / African-American. Only five of the candidates self-identified as Caucasian. As for the 2021/2022 fellows, 60% self-identified as Asian. One mentor is Hispanic, and another is Black/African American.

The Future Leadership Committee has continued its commitment to creating a diverse leadership pool for AAHSL positions and the profession. It continued the efforts of the previous years by further refining its recruiting tools and identifying additional library groups representing BIPOC librarians.

Evidence of Program Success – Curriculum

The Program evaluates each component both during the year and after each class graduates and continues to refine specific program elements based on participants' comments. The results of each evaluation are reviewed by the Program Director and faculty as well as the Future Leadership Committee leaders. While the hybrid program (2019/2020) during COVID received high marks for its content, the class would have preferred the activities to be in person. No evaluations were conducted during the hiatus year, from fall 2020 to fall 2021. The most recent comprehensive evaluation of the Fellows Program was conducted for AAHSL by Nancy LaPelle, PhD, in 2013 and documented a high level of Fellows' satisfaction with the Leadership Fellows Program's goals, design and implementation. The AAHSL Board is now considering another major ten-year review as the program implements its 20th class.

The LFP continues to use products developed by the IMLS funded Nexus LAB, a collaborative training project that focused on leadership competencies for museums and libraries. While the funded project ended in September 2017, the materials developed through the IMLS funding are publicly available. The LFP continues to use the [Nexus II](#) leadership development roadmap entitled "Layers of Leadership" and its related question bank for pre and post program self-assessments of the fellows competencies.

Fellows in the 2017/2018 through 2019/2020 classes have completed a short version of the self-assessments, focusing on the higher levels (4 and 5) of the Layers of Leadership. The post-assessment at the end of those classes revealed an increased perception of confidence across all

the leadership competencies and skills. The current class (2021/2022) was also given a pre-assessment and the results were reviewed to determine potential areas of growth. The group will also have a post-self-assessment to determine if their confidence in their skills increased over the program year.

Evidence of Ongoing Need

Over the past 6 months there have been 19 director vacancies and 16 positions still remain open as of the writing of this report. While no new medical schools are being reviewed for accreditation, vacancies due to retirements will continue into the foreseeable future. Results of a recent (2018) AAHSL Director Workforce Trends survey indicated additional positions would be vacant due to retirements in the coming years, with about 70 retirements over the next 15 years, and this appears to be occurring. The directors participating in the survey indicated that there are current staff who are interested in and have the potential to become directors, but those staff are in lower-level positions (associate directors and department heads) and need more management and leadership training. In addition, it was reported that many upper-level administrative staff (e.g., associate and deputy directors) would also be retiring over the next 10 years. Due to retirements, there will be an ongoing need to recruit and train excellent library directors who are equipped to provide information leadership at their institutions.

AAHSL performs regular evaluations to determine the success of the program and the ongoing need for leadership training.

One question arose as to how long it takes a fellow to be appointed to a director position. Data from prior final reports to NLM were analyzed to determine how many years on average elapsed from the end of the class to when a fellow became a director. The mean appears to be 2.8 years, and the median 2 years, with 86% being appointed within 4 years or less. Very few (8%) are appointed beyond the 10th year post graduation.

Given that 97 fellows have completed the program over the past 20 years, the FLC did review the pool to determine its actual size since some fellows have retired or are no longer available to be recruited as HSL directors. As of February 2022, 22 fellows are no longer in the pool and 37 are currently in director positions. Of the remaining pool, 33 have not been appointed to a director's position and another 5 have stepped down from a director's position, leaving a total of 38 fellows who could apply for a director's position. Of the 38 not currently directors, 12 of those graduated more than 10 years ago making it less likely that they will be hired into a director's position. This data indicates that there is a much smaller pool to fill ongoing vacancies in AAHSL director positions.

The FLC and AAHSL Board continue to work together to determine the best approaches for new and interim directors. AAHSL implemented a buddy program where new and interim directors can ask to be paired with an experienced director/buddy. So far 26 buddy pairs have been matched and the anecdotal feedback is that it has been a wonderful experience for both the new/interim director and the buddy. The FLC also explored forming online forums that focused

on new and interim directors. Because the FLC wanted to stay in tandem with other AAHSL programming and a question was raised about the FLC's support of new directors, the forum plans were placed on hold. A further discussion with the AAHSL Board about the committee's ongoing workload for preparing emerging leaders led to a motion to the Board recommending that a separate committee be created to focus on the support for and needs of new directors. That motion is under consideration by the Board.

Program Management

Other elements of the AAHSL Leadership Program contribute indirectly to the success of the Fellows Program. AAHSL has announced current director vacancies on its web site and through its email discussion list since 2015. The AAHSL Website continues to showcase the various AAHSL Leadership Programs and is updated regularly. AAHSL's guide "Recruiting and Selecting Academic Health Sciences Library Directors" (2021 edition) was revised to reflect the current trends in recruiting directors and is available to prospective candidates, recruiters, and search committees. The guide can be accessed by individual chapters that focus on specific topics or downloaded as a complete document.

The information and application for the Fellows Program continues to be revised to ensure it reflects the program's inclusivity and commitment to diversity.

Patricia Thibodeau, retired director of the Duke University Medical Center Library and Archives, started as Program Director in fall 2017 and continues to plan, implement, and coordinate the program with faculty and FLC leaders. She has informed the FLC and AAHSL Board that she plans to step down from this position at the end of the 2021/2022 class but will help introduce the new program director to those responsibilities as well as help with final evaluations and reports that are submitted at the end of the year. The FLC chairs started the recruitment process in February, interviewed two qualified applicants, and have recommended one of the candidates to the AAHSL Board. The plan is to have the new person begin with the selection of the 2022/2023 class this summer.

Curriculum (see Appendix B)

Janice Jaguszewski is now the primary trainer/consultant for this program. She provides support and content for several components of the curriculum: personal leadership assessment; the initial Orientation at the AAHSL/AAMC meeting; the mid-year Leadership Institute; virtual sessions; and the Capstone program. In addition, she provides individual consultations as desired, and participates in the virtual program.

She has also brought on a multi-cultural training specialist, Pamela Espinosa de los Monteros, who has helped strengthen the DEI curriculum and integrate it throughout the discussions and presentations about the leader's role during the Orientation and Institute. This enhanced curricular content has been well received and reflects the learning goals of the fellows.

The following elements of the curriculum have been completed so far by the 2021/2022 class.

- **Leadership assessment and Orientation:** The recruitment of a new trainer/consultant and the experiences of library leaders during the impact of COVID, led to a refocusing on the strategic role of the library director and the self-awareness that is required when leading others through major changes. In response, the program took a fresh look at the leadership assessment tools being used. The MBTI tool was retained, and a copy of the MBTI booklet exploring leadership strengths was given to each class member. Individual sessions with the fellows and Kathryn Deiss reviewed the results and what they might mean in terms of leadership preferences. A special Zoom session with a social hour was scheduled for a group debrief of the tool and sharing of the class types. The “Clifton Strengths Assessment”, based on Don Clifton’s Strengths Based Leadership book, replaced FIRO-B. The book and assessment tool were sent to fellows and mentors, with class results being covered in one of the main Orientation sessions. The fellows had also completed a self-assessment of their leadership competencies using levels 4 and 5 of the Nexus Layers of Leadership. Those results were reviewed to identify any areas that need to be emphasized during the year. The pre-test also provided fellows with a chance to assess their current competencies and possible areas of growth. The learning plan was also revised and now includes an opportunity for the fellows to identify and describe their personal leadership plan including their values and vision, five important insights they put into action, and their approach to continuous learning by the end of the program.

Two separate sessions, one for fellows and one for mentors, were scheduled as “introductions to the learning community”, giving each group time to meet each other and learn of their role and responsibilities in the program.

The Orientation’s leadership content was delivered by Zoom and scheduled over two half-days. The first day focused on strengths-base leadership, emotional intelligence and leading through a DEI lens. The second day discussed strategic leadership and the Nexus LAB Layers of Leadership, as well as continuing the role of the leader in DEI.

- **AAMC and AAHSL Meetings:** Due to COVID, both meetings moved to an online platform. Fellows were encouraged to register for the AAMC meeting with the registration covered by the program. Fellows were also asked to attend the AAHSL business meeting and educational program. The program scheduled a special Zoom session with the AAHSL Board members so the fellows could learn more about the association, its priorities, and how to get involved.
- **Mentors orientation:** This was changed to an “introduction to the learning community” and offered via Zoom. A similar session was scheduled for fellows. Both introductions reviewed the program calendar and activities and discussed each group’s role in the learning community.
- **Leadership Institute:** Despite the uncertainties of COVID, the Leadership Institute was held in person in Washington, DC, starting with a group dinner on April 5, and three full

days on April 6 through 8. All the participants were vaccinated and had booster shots, but were willing to wear masks if needed, and were very eager to finally meet in person. Backup plans for using Zoom were developed in case members were sick, but everyone stayed well. While the evening session was used to bring people back together and explore what they wanted to take from and bring to the Institute, the following days explored the theme of leading during complexity. Day one included a further exploration of the leader's role in DEI with the trainers using leadership tools, role play, case studies and sticky issues to generate deep discussions of issues. Days 2 and 3 continued to talk about other leadership tools and use real-life case studies to underscore such concepts as power and influence, upward communications, managing borders, and leading change. The class explored their own library culture and then developed their leadership framework of values, purpose, and simple rules to guide relationships. Everyone stayed engaged, fully sharing their thoughts and experiences over the entire Institute. The evaluation results were very positive for all the sessions with the comments echoing the importance of having the learning community meet in person.

- **Mock Interview Exercises:** Given the success of conducting virtual mock interviews between fellows and mentors in 2020, this approach was repeated in 2022 and will now remain a separate, online component of the program. Separate Zoom sessions were held to instruct the fellows in how to prepare for the interview (CV, cover letter, and researching the position) and another for the mentors to learn their role in pretending to be the interviewing administrator, using some of the standardized questions provided by the program, and providing feedback, using a scoresheet. The fellow/mentor pairs were assigned and asked to schedule the interview after the Institute but before the end of May. The virtual session in June will provide an opportunity for the fellows to discuss their experiences and then hear from a new directors' panel about real-life interview experiences, hiring negotiations, and the first days on in a director's position.
- **Virtual Learning Community:** The group has regular virtual sessions on various topics about once a month. In November 2021, the trainer/consultants continued the discussion of DEI in a special session. Since then, four more sessions have been offered. The fellow and mentor pairs have taken turns facilitating the presentations and leading the discussions. The sessions encourage fellows to think strategically and to reflect about themselves and their organizations. The selected topics continue to emphasize the importance of strategic leadership. To date, topics have included: New and emerging models of leadership (Erinn Aspinall and Mary Piorun); Mentoring (Saori Wendy Herman and Gabe Rios); and Building relationships and forming partnerships (Donghua Tao and Anne Seymour). The trainer/consultant held a follow-up session to the Institute in May so that the class could continue to explore issues, talk about what skills they learned, and ask any outstanding questions. These additional future topics have been scheduled: Mock interview debrief and new director's panel (Janice Jaguszewski); IPE and library collaboration (Roger Russell and Nancy Allee); and Cultural humility and understanding (Tony Nguyen and Sandra Franklin). Both fellows and mentors take active roles in developing the presentation, identifying assignments and exercises, posting readings and resources, and facilitating the discussions. We are grateful to NLM for providing us with access to the Zoom platform through the University of Maryland

Health Sciences and Human Services Library RML office, as well as for the expert technical support provided by their staff.

The program has continued to use a project management platform, Basecamp, which has facilitated depositing readings and other relevant documents along with related discussion, in one easily accessible place. This year the platform was upgraded to the newer version 3, providing more features and flexibility. A Slack channel was set-up to discuss issues in an on-going basis, and readings and other resources were posted in Zotero to augment the curricular handouts. Recordings of the virtual sessions are also made available to participants through a link on Basecamp.

- **Mentor Relationships and Site Visits:** Fellows and mentors talk on a regular basis, choosing topics based on learning plans or situations within their own libraries and institutions. As of April, four of the fellows were able to complete their site visit to the mentor's institution. Due to the institutional COVID restrictions, the fifth fellow had to delay the site visit until June. However, they explored using Zoom for meetings with key administrators before the visit and shared that approach and experience with the rest of the class. Other mentors were urged to consider this approach since scheduling meetings with institutional leaders within the one week can be difficult. This approach will continue to be encouraged in the future. As in the past, the site visits itineraries reflected the learning goals and interests of the fellows and identified special opportunities, such as key committee or staff meetings or special events, to expose the fellow to a broad range of activities. Some were exposed to some significant reporting line and structural changes within the institution as well.

The following remaining component is planned for the 2021/2022 class:

- **Capstone:** The Capstone is scheduled for September 15 and 16, 2022, in Washington, DC. The first full day will be at NLM with presentations, with the second day at a hotel in the Dupont Circle area, featuring speakers from ARL, AAMC, SPARC, and AAHSL. Time will also be provided for the group to reconnect and share experiences, as well as reflect on leadership topics and why they want to become an HSL director.

Recruitment of 2022/2023 Class

Over the past two years, the application information has been extensively edited and reformatted to address diversity and inclusivity issues and reach a more diverse group of applicants. This information continued to be reviewed and edited for the 2022/2023 class, along with changes for the AAHSL website about the program.

Recruitment of 2022/2023 Class (Appendix D and E)

The preliminary announcement of recruitment for the next class of Fellows was sent out in early May 2022, along with the revised brochure and application being posted on the AAHSL website. The deadline for applying will be June 15, 2022, with the review of applications beginning in late June and early July. Due to the hybrid nature of MLA this year, the Future Leadership

Committee will continue to offer informational sessions for potential fellows using Zoom in May and June. The sessions will provide an overview of the program and answer any questions about the application process. The application will continue to ask applicants for a "statement of interest" addressing their leadership experience, administrative career path, and perception of the role of the director, as well as their interest in becoming an academic health sciences library director. Mentors will provide a statement about the opportunities and experiences they can offer to fellows. Both approaches will ensure there is a good match with fellows' interests and needs. The Committee will also ask AAHSL directors to encourage BIPOC librarians to apply for the program to increase the diversity of leaders in its libraries.

The AAHSL Board and Future Leadership Committee's selection criteria for the program continues to focus on the goal of preparing emerging leaders who will be ready to assume director positions within 3 to 5 years.

We anticipate selecting five new fellows, based on available AAHSL funds, for the 2022/2023 class and the continued support through the NLM contract.

Submitted by:

Terrie Wheeler, Chair
Rose Bland, Chair Designate
Heidi Heilemann, Immediate Past Chair
Patricia Thibodeau, Program Director

May 2022

Appendices:

- A: 2021-2022 NLM/AAHSL Leadership Fellows Program Participants
- B: NLM/AAHSL Leadership Fellows Program 2021/2022 Curriculum Calendar
- C. NLM/AAHSL Leadership Fellows Program 2021/2022 Leadership Institute Agenda
- D: NLM/AAHSL Leadership Fellows Program Promotion and Selection Procedures, 2022/2023
- E: NLM/AAHSL Leadership Fellows Program Description of Program Components, 2022/2023
- F. NLM/AAHSL Leadership Fellows Program Brochure and Application, 2022-2023

cc:

NLM – Dianne Babski
AAHSL – Louise Miller, AAHSL Office
AAHSL – Terrie Wheeler, Future Leadership Committee Chair; Melissa DeSantis, AAHSL President; Kelly Gonzalez, AAHSL Board liaison

Appendix A
NLM/AAHSL Leadership Fellows Program
Participants 2021/2022

Erinn E. Aspinall, MSI, AHIP, Director (Interim), Associate Director, Program Development and Strategy, Health Sciences Libraries, University of Minnesota, Twin Cities, Minneapolis, MN

Mentor: Mary E. Piorun, MBA, MSLS, PhD, AHIP, Director of Library Services, Director, NNLM Region 7, National Public Health Coordinating Office, and the National Center for Data Science, Lamar Soutter Library, University of Massachusetts Medical Center, Worcester, MA

Saori Wendy Herman, MLIS, AHIP, Head of Education and Access Services, Donald and Barbara Zucker School of Medicine at Hofstra/Northwell Health Sciences Library, Hempstead, NY

Mentor: Gabriel R. Rios, MLIS, Director, Ruth Lilly Medical Library, Indiana University School of Medicine, Indianapolis, IN

Tony Nguyen, MLIS, Executive Director, NNLM Region 1, University of Maryland, Baltimore, Health Sciences and Human Services Library, Baltimore, MD

Mentor: Sandra G. Franklin, MLS, AHIP, Director, Woodruff Health Sciences Center Library, Emory University, Atlanta, GA

Roger G. Russell, MLS, Associate Director, East Carolina University Laupus Health Sciences Library, Greenville, NC

Mentor: Nancy J. Allee, MLS, MPH, AHIP, Director, Taubman Health Sciences Library & STEM, University of Michigan, Ann Arbor MI

Donghua Tao, MA, MS, PhD, Assistant Director for Information Services/Professor, Saint Louis University Medical Center Library, St. Louis, MO

Mentor: Anne K. Seymour, M.S., Director, Welch Medical Library, Assistant Professor, Health Informatics, Johns Hopkins University & Medicine, Baltimore MD

Appendix B
NLM/AAHSL Leadership Fellows Program
2021-2022 Curriculum Calendar (Feb. 17, 2022)

September 2021	Complete leadership assessment tools and schedule debrief session with trainer
Oct. 5 – Oct. 19, 2021	<p>See Basecamp for deadlines for initial class activities – leadership assessment tools, introduction, video, etc.</p> <p>Oct. 5 – Fellows – Introduction to the Learning Community 2-3 CST, 3-4 EST</p> <p>Oct. 8 – Mentors – Introduction to the Learning Community 1-2:30 CST, 2-3:30 EST</p> <p>Oct. 8 - MBTI Debrief / Social event 5:30-7 CST, 6:30-8 p.m. EST</p> <p>Oct. 18-19 Orientation sessions Zoom – 8-12 CST, 9-1 EST</p> <p>Oct. 26 Meeting the AAHSL Board, What is AAHSL? – 12-1 CST, 1-2 EST</p>
Oct. 28, 2021	AAHSL Educational Program -- Virtual – 3-5 pm EST – fellows invited to participate, free registration
Nov. 3-4, 2021	<p>Nov. 3 AAHSL Annual Business meeting – Virtual – 5-6:30 pm EST -- Fellows and mentors introduced</p> <p>Nov. 4 Matheson Lecture – Virtual – 3-5 pm -- Fellows invited to participate</p>
Nov. 8-10, 2021	AAMC Learn, Serve, Lead: Virtual 20 21 – fellows’ registration supported and encouraged to attend 1 or more days
Nov. 30, 2021	<p>Learning plans due</p> <p>Site visit schedules finalized</p>
December-March 31, 2022	<p>Site visits completed</p> <p><i>Deadline extended due to COVID</i></p>
November 2021 – August 2022	<p>Virtual Online Sessions -- Facilitated monthly webinars and discussions</p> <p>November 8, 2021 – Exploring Leadership Through the DEI Lens - Janice Jaguszewski, Pamela Espinosa de los Monteros</p> <p>Jan. 10, 2022 -- New/Emerging Models of Leadership – Erinn Espinall, Mary, Piorun</p> <p>Feb. 14, 2022 -- Mentoring – Saori Wendy Herman, Gabe Rios</p> <p>Mar. 14, 2022 -- Building relationships and forming partnerships – Donghua Tao, Anne Seymour</p> <p>May 9, 2022 -- Institute follow-up – Janice Jaguszewski</p> <p>June 13, 2022 -- Mock interview debrief, new director panel – Janice Jaguszewski</p> <p>July 11, 2022 -- IPE and library collaboration – Roger Russell, Nancy Allee</p> <p>Aug. 8, 2022 -- Cultural humility and understanding anti-racism as action within health sciences libraries – Tony Nyugen, Sandra Franklin</p>

April 5-8, 2022 Washington, DC	Leadership Institute – 3-day Immersive Program held in in a central location April 5, 2022 6-8 p.m. Prior evening dinner, Introduction/Overview April 6-8, 2022 8 a.m. – 5 p.m. Immersive Leadership Institute (3 day)
April 11 – May 31, 2022	Mock Interviews – virtual -- held between designated fellow and mentor interviewer
Sept. 14-16 Washington, DC	Capstone and Graduation – 2-day program Sept. 14 – arrive at hotel Sept. 15 –7:30 a.m. to 4 p.m. – travel to and day at NLM Group dinner at hotel Sept. 16 – Sessions at Yours Truly Hotel – 8:30-4 Graduation 6-8 p.m.

COVID 19 will continue to be a concern as the 2021/2022 program years begins. We will be closely monitoring the pandemic and restrictions throughout the year. While our fall orientation will be virtual, we are hoping to have an in-person events in 2022 including the Institute in April and the Capstone in the fall. It will be important for us to adhere to local institutional, state, and federal guidelines when we begin having those in-person sessions. When preparing for the site visits, fellows and mentors need to be aware of state, local, and institutional precautions and requirements. If you have specific health concerns regarding COVID, please contact Pat Thibodeau, Program Director, so that we can include them in our planning.

APPENDIX C

NLM/AAHSL Leadership Fellows Program April 5-8, 2022 Leadership Institute Washington, DC

April 5, 2022, Tuesday, Opening Evening Session and Dinner Yours Truly Hotel, Room #3	
6:00 p.m.	<p>Session 1: <i>Introduction and Overview of Institute Agenda</i></p> <p><i>What do you want to bring to this 3-day Institute/learning experience?</i></p> <p><i>Connecting in person - what is one thing you have appreciated about the person to your left?</i></p>
6:45 p.m.	<p>Session 2: <i>Becoming a high level leader: roles and responsibilities</i></p> <ul style="list-style-type: none">● <i>In your experience working with and for high level leaders, what two things have you seen in their behaviors that work</i>● <i>What two things have you seen that get in the way of their effective leadership?</i>● <i>Do these behaviors support inclusion? If not, what could?</i> <p><i>What can we learn from other cultures about leadership?</i></p> <p><i>REFOCUS for the Institute: On your own, think about what you have learned so far about your own leadership and your future, what do you want to work on in specific terms?</i></p>
7:00 p.m.	<p><i>Dinner</i></p>
8:00 p.m.	<p><i>Adjourn</i></p>

April 6, Wednesday (Day One)
Yours Truly Hotel, Room #3

8:00 am	Breakfast
8:30 am	<i>Community Review, Agenda, Introduction to the Day</i>
9:30 am	<i>Session 1: Leading in Complexity: Becoming an Adaptive Leader</i> <i>WHAT: What is Adaptive Action?</i> <i>Introduction to Wicked Issues and the Power of Questions</i>
10:40 am	<i>Break</i>
10:50 am	<i>Session 2: Practicing the Power of Questions</i> <i>SO WHAT: What does it mean to use the Power of Questions?</i> <i>Case study: Anne Seymour</i> <i>NOW WHAT: We will practice each day</i>
11:20 am	<i>Session 3: Understanding Culture</i> <i>WHAT: What is culture? What are the visible and invisible elements?</i> <i>SO WHAT: What does culture look like in your organization?</i>
12:30 pm	<i>Lunch</i>
1:30 pm	<i>Session 4: Shifting Culture: From Values to Practice</i> <i>SO WHAT: Case study: Creating an Inclusive Culture (Pamela Espinosa de los Monteros)</i> <i>NOW WHAT: How can adversity propel your organization forward?</i>
2:30 pm	<i>Session 5: Shifting Culture</i> <i>WHAT: What are Simple Rules?</i> <i>SO WHAT: What are norms that prevent your organization from being as effective as it could be?</i> <i>NOW WHAT: What are one or two Simple Rules that could shift patterns of thought or action in your organization?</i>
3:00 pm	<i>Break</i>
3:10 pm	<i>Session 6: Shifting Culture: Finding patterns and energy in difference</i> <i>WHAT: What is the energy in difference? Video: All That We Share</i> <i>SO WHAT: Who are the connectors in your organization?</i> <i>NOW WHAT: Stories of success in creating an inclusive culture</i>
4:00 pm	<i>Leadership Values and Purpose, Day 1</i> <i>Identifying and reflecting on your leadership values; Time for fellow/mentor pairs</i>
4:30 pm	<i>Reflection</i> <i>Learning capture and reflection time; share one thing you learned</i>
4:45 pm	<i>Evaluation, +/-; Preview of tomorrow</i>
5:00 pm	<i>Adjourn</i>

April 8, Thursday (Day Two)
Yours Truly Hotel, Room #3

8:00 am	Breakfast
8:30 am	<i>Community Review and Introduction to the Day</i>
9:00 am	<i>Wicked Issue and the Power of Questions</i>
9:30 am	<i>Session 1: EI: Social Awareness and Relationship Management</i> <i>WHAT: What do social awareness and relationship mgmt tell us about leadership?</i> <i>SO WHAT: Fellow/Mentor Paired reflection</i> <i>NOW WHAT: What is one thing you might do differently when you return home?</i>
10:05 am	<i>Break</i>
10:15 am	<i>Session 2: Communicating effectively to inspire, motivate, and gain commitment</i> <i>WHAT: What are the basics of leadership communication? How do you build trust?</i> <i>SO WHAT: Group reflection: Who has inspired and motivated you?</i> <i>NOW WHAT: How can you as a leader communicate values and priorities to others, and meet their needs for trust, compassion, stability, and hope?</i>
11:30 am	<i>Session 3: Communicating with and advocating to senior leadership</i> <i>WHAT: What are key points when communicating up? What is political savvy?</i> <i>SO WHAT: Case Study: Communicating with Senior Leadership (Mary Piorun)</i> <i>NOW WHAT: What strengths and approaches will you bring to future conversations?</i>
12:30 pm	<i>Lunch</i>
1:30 pm	<i>Leadership Values and Purpose, Day 2: Beginning to articulate your leadership purpose</i>
2:00 pm	<i>Session 4: Revisiting Strategy: Formation = Strategic Insight</i> <i>WHAT: Futures scanning</i> <i>SO WHAT: Pattern Spotters</i> <i>NOW WHAT: Identify your next wise action</i>
2:45 pm	<i>Session 5: Revisiting Strategy: Implementation = Change Management</i> <i>WHAT: 10 Principles for Leading Change Management</i>
3:05 pm	<i>Break</i>
3:15 pm	<i>Session 5: Revisiting Strategy: Implementation = Change Management</i> <i>SO WHAT: Case study: Leading and Responding to Change (Sandra Franklin)</i> <i>NOW WHAT: How did Sandra support her staff and lead them through change?</i>
4:15 pm	<i>Reflection</i> <i>Learning capture and reflection time; share one thing you learned</i>
4:30 pm	<i>Evaluation, +/-, and questions</i>
4:45 pm	<i>Preview of tomorrow: Homework: Leadership purpose</i>
5:00 pm	<i>Adjourn</i>

April 9, Friday (Day Three)
Yours Truly Hotel, Room #3

8:00 am	Breakfast
8:30 am	<i>Community Review and Introduction to the Day</i>
9:00 am	<i>Wicked Issue and the Power of Questions</i>
9:20 am	Session 1: Leading in Complexity: Boundary-Spanning Leadership <i>WHAT: What is boundary-spanning leadership?</i> <i>SO WHAT: Case study: Managing Boundaries (Erinn Aspinall)</i> <i>NOW WHAT: How did Erinn manage boundaries and advance her mission?</i>
10:45 am	Break
10:55 am	Session 1: Leading in Complexity: Boundary-Spanning Leadership <i>NOW WHAT: Tools for spanning boundaries</i>
11:10 am	Session 2: Leading in Complexity: Seeing Interdependent Pairs <i>WHAT: What are polarity thinking and interdependent pairs?</i> <i>SO WHAT: How can we apply interdependent pairs to our sticky issues?</i> <i>NOW WHAT: What could be your first step in recognizing and releasing tension in your work environment?</i>
12 noon	Lunch
1:00 p.m.	Session 3: Leading in Complexity: Resilience and Reflection <i>WHAT: What are ways to build resilience?</i> <i>SO WHAT: What are your strengths when it comes to resilience (self-assessment)?</i> <i>NOW WHAT: What could you do to increase your resilience and support your staff?</i>
2:00 p.m.	Session 4: Developing a Leadership Framework and a Reflective Practice <i>WHAT: Values and strengths, leadership purpose</i>
2:30 pm	Break
2:40 pm	Session 4: Developing a Leadership Framework and a Reflective Practice <i>WHAT: Your Simple Rules and interdependent pairs</i>
3:10 pm	Session 4: Developing a Leadership Framework and a Reflective Practice <i>SO WHAT: Sharing your framework with the group</i> <i>NOW WHAT: At home, complete your framework and share with others</i>
4:25 pm	Reflection <i>Learning capture and reflection time; share one thing you learned</i>
4:35 pm	Evaluation, +/-, Questions
4:50 pm	Preview of the May 9 virtual session
5:00 pm	Adjourn

APPENDIX D

NLM/AAHSL LEADERSHIP FELLOWS PROGRAM

PROMOTION AND SELECTION PROCESS, 2022/2023

Unless otherwise specified, the program director coordinates the process and completes the steps listed below.

1. AAHSL posts applications to Basecamp, confirms receipt to the candidate and creates a spreadsheet.
2. Reviews criteria and selection process with FLC leaders and posts final versions to Basecamp for all selection team members
3. Asks selection team (FLC chairs and 2 to 3 FLC members) to review applications.
4. Members of the Selection team to score each application and submit final scores to the Program Director for compilation that is sent out to each member.
5. During conference call, Selection Team shares top choices and team selects 6 to 7 finalists to be interviewed via conference call or another interactive medium.
 - a. Consider:
 - i. On a career track to be a director
 - ii. Progressing toward that goal
 - iii. Readiness to be a director
 - iv. Want to be a director
 - v. Prior management experience – 5 years no longer a specific requirement
 - vi. Diversity candidate would bring to the cohort
6. Selection team identifies specific follow-up questions for the candidates and a conference all is set up for the candidate with the FLC chair and Program director. A standard set of questions as well as individualized ones may be asked of the candidate.
7. Selection team reviews mentor volunteers and selects a match based on candidate interests, opportunities at mentor site, and the type of institution that would broaden experience for fellow.
8. Contacts each fellow to ensure that they agree to accept and meet program obligations and inform fellow of proposed mentors. Asks them to indicate any concerns or conflicts they may have with the chosen mentor.
9. Sends confirmation message and individual fellow's information to each mentor; and requests confirmation statement tailored to fellow and CV.
10. Finalizes mentor/fellow matches.
11. Sends each fellow their mentor's statement and CV.
12. Asks Fellows to preregister for AAMC if they plan to use early bird discount rate

13. Sends confirmation letters to fellows and mentors with information on cohort and program;
cc Janice Jaguszewski
14. Informs president, board liaison and NLM of choices
15. Sends rejection letters to fellows, with variations as appropriate
16. Sends “you weren’t paired” messages to other mentor volunteers
17. Sends pre-announcement of names to NLM, AAHSL Board, Leadership Committee,
executive office current and prior classes and program instructor
18. Requests that Office set up listservs (cohort, fellows-only, mentor only, leaders-2019).
19. Sets up Basecamp project for fellows Deposit fellows’ applications/CVs, and mentors’
statements/CVs on Basecamp as received.)
20. Requests that Office subscribe fellows to aahsl-all list and subscribe mentors and fellows to
aahsl-leaders list including program instructor/trainer in these lists
21. Requests that Office register fellows for AAHSL workshop and determine need for hotel
block rooms at AAHSL
22. Invites mentors to mentor orientation.
23. Sends publicity announcing new cohort to AAHSL list and to Office for posting on website
and sends roster to AAHSL president to announce.
24. Sends guidelines and “thank you” notes to home directors, send thank you notes for any other
references
25. Sends PR blurb to fellows and mentors that can be used at home institution.
26. Sends publicity to other locations (NLM MLA LMS, HLS, GIR, SLA, ALA, ARL, ACRL,
LAMA, chapters of fellows
27. President sends congratulations to fellows and mentors
28. Kathryn communicates with fellows and mentors and sends leadership instrument agenda,
and readings for Orientation, and intros (later).
29. Sends application packages to Kathryn (She can access them on Basecamp).
30. Invites new cohort to Graduation.
31. Sends official report to NLM regarding selection of new cohort per contract requirements
(due 9/30).

Rev. 04/29/2022 plt

Appendix E

NLM/AAHSL Leadership Fellows Program

Description of Program Components, 2022-2023

The program will preserve the structure of a combination of individual learning, fellow-mentor pair activities and relationships, and cohort experiences, as well as a flexible schedule and the independence to tailor the fellow-mentor component to individual goals.

Due to COVID and its impact on in-person events, these dates may change with sessions moving to an online platform and scheduled over several days and weeks. The descriptions below are general outlines of the focus of each activity.

The following components will be included in the 2022/2023 Leadership program:

- Orientation in conjunction with AAHSL annual meeting and AAMC
- One-day attendance at AAMC annual meeting
- Year-long fellow/mentor relationship
- Site visit to mentor's home library
- Multi-day Leadership Institute in the spring
- Regular webinar discussions and an online communications platform
- Multi-day capstone event and graduation ceremony

APPENDIX F

NLM/AAHSL LEADERSHIP FELLOWS PROGRAM Brochure and Application 2022 / 2023

INFORMATION AND APPLICATION

April 29, 2022



2021/2022 Class

Front row Fellows: Roger Russell, Tony Nguyen, Erinn Aspinall, Saori Wendy Herman, Donghua Tao Back row Mentors: Nancy Allee, Sandra Franklin, Mary Piorun, Gabe Rios, Anne Seymour

Contact information:

AAHSL office@aaht.org **Phone:** 206-209-5261

NLM/AAHSL Leadership Program Director - Patricia Thibodeau,
plthibodeau@gmail.com

<https://www.aahsl.org/leadershipfellowsprogram>

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National Institutes of Health, U.S. Department of Health and Human Services*

OVERVIEW

Announcing: The 2022/2023 Leadership Program of the National Library of Medicine (NLM) and the Association of Academic Health Sciences Libraries (AAHSL)

For the past 19 years, the National Library of Medicine (NLM) and the Association of Academic Health Sciences Libraries (AAHSL) have sponsored the NLM/AAHSL Leadership Fellows Program. This leadership program identifies and brings together emerging health sciences library leaders and assists them in gaining the skills and knowledge for today's and tomorrow's academic health sciences libraries.

In addition to learning leadership models and competencies, as a fellow you will explore how to become an effective and inclusive leader. Working with a mentor who is an academic health sciences library director, you will observe a variety of leadership styles and institutional cultures. Through this mentoring relationship, you will gain firsthand an unfiltered exposure to leadership through a site visit to your mentor's institution, as well as candid conversations with your mentor, facilitated discussions among the learning community on various topics, and an intensive multi-day leadership institute. As part of the program, you will be introduced to and become part of a larger community and network of health sciences library leaders through interactions with mentors, prior fellows, and other AAHSL library directors.

Leaders must value, create, and sustain a work environment where diversity, equity, inclusion, and belonging thrive. The NLM/AAHSL Leadership Fellows Program recognizes the importance of such an environment to enrich and support the mission of academic health sciences libraries. The program actively seeks applications from individuals with varying identities, experiences, and backgrounds.



The most valuable part of the program was the people - facilitators, mentors, and fellows. We were able to share our experiences and hold open discussions about the challenges and rewards that come with being a leader. In addition, as a fellow, my site visit gave me firsthand experience with another academic health sciences library and the high level leaders both inside and outside of the library.

Amy Blevins, Fellow 2018-2019
Associate Director for Public Services
Ruth Lilly Medical Library
Indiana University School of Medicine

In addition to traditional management/administrative positions, the leadership fellows program seeks applicants with progressive leadership experience. Your leadership experience can be both within and outside the library community, such as prior work-related experience in a business or organization, or acting as a leader within a community, regional, or national organization over

the course of several years. Leadership experiences can be from non-library environments that may include serving as project coordinator, grant PI, chair of a large or complex committee, or officer of a community, regional or national organization. It can be several years within the same position, or more than one leadership role over the course of several years. Your experience should demonstrate a sustained and progressive leadership path. You are not required to have direct supervisory responsibility or administer a large library unit, but your experience should involve working with a variety of people in accomplishing a specific project, initiative, or goal.

Fellows selected to be part of the program receive funding from NLM and AAHSL for travel and other program-related expenses. The only commitment from you and your library is that you will be given release time to participate fully in all program elements.

Learning Objectives and Outcomes

As a fellow participating in the NLM/AAHSL Leadership Fellows Program, you will:

- Explore leadership through a variety of lenses and program components.
- Understand the importance of diversity, equity, and inclusivity as it applies to leadership development and to the benefit of the profession, institution, and community.
- Gain valuable insight on leading across organizational, institutional, and geographic boundaries.
- Establish a network of colleagues to draw upon throughout your career.
- Consider concepts in leadership theory and develop practical skills for implementing change at organizational and professional levels.
- Develop a clear understanding of the contemporary role of academic health sciences library directors.
- Exercise and hone strategic thinking skills.
- Discuss self-awareness and its impact on leadership confidence.
- Practice interview skills for director level positions.
- Gather career guidance from your mentor and other health sciences library leaders.
- Be recognized as an emerging leader with a competitive standing when pursuing director positions.

BACKGROUND

In 2000, the leadership of the AAHSL recognized there was a looming shortage of well-trained, qualified, and forward-thinking emerging leaders ready to become the next generation of academic health sciences library directors. To address this challenge and to ensure the vitality and influence of libraries far into the future, AAHSL undertook its Future Leadership Initiative. The Leadership Fellows Program, co-sponsored by NLM and AAHSL, was established and remains a highly visible and high priority program within AAHSL.



The AAHSL Leadership Fellows Program was an incredible opportunity to see what successful leadership of health sciences libraries looks like in practice. It gave me a deeper appreciation of the range of challenges leaders in our field face, and the creative ways they find to improvise and respond. I also came away with a new group of colleagues and friends that I know I can always reach out to for personal advice. I highly recommend this program for aspiring leaders.

Stephen Kiyoi, Fellow 2016-2017
Head of Researcher Services, Shields Library
University of California Davis

AAHSL continuously seeks feedback from fellows and mentors to ensure the program maintains its relevance and reflects ongoing environment changes and new leadership ideas. Prior fellows have cited a number of benefits from participating in the program including enhanced leadership skills, credibility as a director candidate, building confidence, and gaining a community of peers who share career aspirations. Mentors gain from the program as well, noting that besides contributing to the career development of fellows, they experience personal and institutional benefits through the opportunity to reflect on their own leadership and learn from their fellow and the rest of the learning community.

To date, ninety-two (97) fellows and 77 different mentors have participated in the program. Forty-eight (52) fellows (54% of prior graduates) have received permanent director appointments. Fifteen (15) prior fellows have now joined the program as mentors.

PROGRAM STRUCTURE & DESIGN

The NLM/AAHSL Leadership Fellows Program balances leadership development training with personal interaction and practical experience. The program combines a group curriculum with individually based events designed to build a “community of learners.” As a fellow, you will engage in face-to-face interactions, distance learning, and firsthand experiences through a site visit. In addition to a one-year fellow/mentor relationship, there are in-person leadership events and an opportunity for attendance at the Association of American Medical Colleges (AAMC) Annual Meeting, as well as the AAHSL Annual Meeting.

As a fellow, you will *participate in six components over a one-year timeframe, with each step building upon the previous learning experience:

- Orientation
- Multi-day Leadership Institute that focuses on leadership models and theory
- Site-visit to the mentor’s institution
- Ongoing mentoring relationship
- Monthly webinars and online discussions
- Capstone event at the end of the program

* Participation may be in-person, remote, or hybrid based on CDC health and safety guidance

The program is specifically designed to capitalize on the knowledge, wisdom, and training of mentors and program faculty by offering you experiences to observe, interact, role-play, discuss, and absorb a wide variety of topics. This approach leads to rich and long-lasting relationships with a larger leadership community made up of mentors and fellows from current and prior years.

During the COVID pandemic, the Leadership Fellows Program has implemented more virtual learning experiences and gained more knowledge about delivering content and experiences in a virtual environment. Due to those lessons learned, the program will continue to explore other ways to deliver its leadership content and experiential learning. While the content will continue its focus on preparing library leaders, the format and structure of the program may change over the next few years as we use additional approaches to prepare our emerging leaders.

The descriptions below are general outlines of the focus of each activity but these may be delivered in online sessions in addition to in-person activities.

LEADERSHIP DEVELOPMENT COMPONENTS

Orientation

The Orientation, held in conjunction with the AAHSL and AAMC Annual Meetings, is the first opportunity for you to meet the members of your learning community (fellows, mentors, and faculty), get to know each other, and develop initial learning plans for the year. The Orientation includes a program overview and explores intentional leadership, creates a personal vision of leadership, and reflects on your leadership style. After completing leadership instruments, faculty guide you through a review of your leadership profile to assist you in identifying your strengths and preferences. This leadership assessment informs the work you will do individually and with your mentor. Because the Orientation is scheduled in concert with annual meetings, the program supports your attendance at the AAMC and AAHSL Annual Meetings, exposing you to the issues and leaders of the academic health sciences community.

Leadership Institute

This multi-day event, scheduled in the spring, delves in leadership topics affecting academic health sciences libraries and the larger professional community, as well as your individual career development goals. Program faculty discuss case studies and facilitate interactive exercises. You will participate in a mock interview for a director's position. Fellows, mentors, and faculty engage in informal discussions about the recruiting process, negotiating a salary and other demands, and starting a new position. This mid-program event brings everyone together to further strengthen the learning community, introduces additional leadership topics, further develops leadership skills, and ensures that the program is addressing the needs of your cohort of emerging leaders. These topics may be delivered virtually or through in-person activities.

Mentor Relationship and Site Visit

Your relationship with your mentor is the thread that ties the program components together. If selected, you will be paired with a mentor based on your expressed professional development goals and the mentor's fields of interest and areas of expertise, as well as characteristics of the mentor's institution.

With your mentor, you will establish mutual expectations for your newly developed working relationship. You will be expected to communicate on a regular and frequent basis to discuss topics of your choosing, such as challenges faced by you, issues in your home library, and the profession, as well as progress on learning goals. During this time, you will continue to build your relationship with your mentor who can support you as you consider your next career decisions.

The individual site visit to the mentor's home library fulfills the program's goal of exposing you to diverse leadership styles and organizational developments. The site visit gives you first-hand experience under the tutelage of a highly committed and knowledgeable mentor representing the leaders of the academic health sciences library community. The design of the site visit will ensure a meaningful and instructive experience—it will be coordinated to meet you and your mentor's expectations. Virtual meetings with key institutional leaders may be used to augment the site visit.



The NLM/AAHSL Leadership Fellows Program was an invaluable and timely experience for me as a recently appointed Interim Director. It provided me with multiple opportunities to meet other directors and leaders with a wide range of experience and expertise and from a variety of disciplines. As a new director, I must give credit to my mentor, in particular, but also everyone involved with the program for their practical advice and philosophical wisdom.

Philip Walker, Fellow 2017-2018
Currently Director, Eskind Biomedical
Vanderbilt University Library



Having served as a mentor twice, I have seen transformations – new thoughts and ideas, “aha” moments, confidence building, and lifelong learning at the highest level. That happens not only for the Fellows, but for the Mentors as well, proving a growth mindset that can strengthen at any experiential level or age. The NLM/AAHSL Fellows Program functions at the highest level, building future leaders for our profession.

M.J. Tooley, MLS, AHIP, FMLA, Mentor 2016-2017, 2018-2019
Associate Vice President, Academic Affairs
Executive Director, Health Sciences and Human Services Library
Director, National Network of Libraries of Medicine,
Southeastern/Atlantic Region
University of Maryland Baltimore

Virtual Learning Community

A Virtual Learning Community is created to encourage online exchange of information about program components and the discussion of issues and ideas that surface during the program. Prior to the Orientation, you will be connected electronically to the learning community (fellows, mentors, and faculty) to ensure continued interaction throughout the year. As a fellow, you and your mentor will be involved in developing and facilitating a monthly virtual session on a topic of importance to academic health sciences library leadership. These online topics and discussions comprise the online curriculum. The virtual curriculum has covered these topics: New and Emerging Leadership Models; Mentoring; Building Relationships and Forming Partnerships; IPE and Library Collaboration; and Cultural Humility and Understanding Anti-Racism as Action.

Capstone

The Capstone brings together program participants, faculty, and national leaders in the library and academic health professions to discuss key issues. This intensive curriculum focuses on environmental forces helping to shape academic health sciences libraries. It will merge concepts raised throughout the year as well as recognize participants' completion of the program. The Capstone will reinforce your community of learners and will serve as a powerful networking opportunity with other leaders. Organizations represented in prior Capstone programs include the National Library of Medicine, Association of American Medical Colleges, Association of Research Libraries, American Medical Informatics Association, and other health professional and information organizations.

CURRICULUM TIMELINE

An important part of the program is the interaction and shared learning among your community of fellows and mentors. While some unexpected scheduling conflicts may occur, the program expects full participation in all major events. *See proposed program schedule on next page...*

PROGRAM SCHEDULE

NOTE: Due to COVID and its impact on in-person events, these dates may change with sessions moving to an online platform and scheduled over several days and weeks.

June 15, 2022	Completed application packets due
August 2022	Successful candidates notified Participation confirmation due Notification letters sent to all applicants
November 10-11, 2022 Nashville TN	Nov. 10 Orientation - The Orientation is usually held in conjunction with the AAHSL and AAMC Annual Meetings Nov. 9 Arrival Day 6-8 p.m. Group Dinner Nov. 10 Orientation 8 a.m. – 5 p.m. Nov. 11 AAHSL annual meeting Fellows and mentors will participate in the virtual AAHSL annual business meeting and educational program in addition to the Orientation sessions
Nov. 12, 2022 (AAMC)	AAMC meeting Fellows receive funding for registering for one-day of the AAMC in-person or virtual
November 31, 2022	Learning Plans due Fellows/Mentors finalize site visit schedules
January – March 2023	Site visits
January – August 2023	Facilitated monthly webinars and discussions
April 2023 – Dates / location TBD	Leadership Institute – multi-day program – in-person or virtual
Fall 2023 (Dates TBD) Washington, DC	Capstone and Graduation

FELLOWS

Time Commitment

As an applicant, you should carefully review the program schedule before applying and consider delaying the application to another year if you are aware of potential conflicts with the program's major events (Orientation, Leadership Institute, Capstone), or if you will not be able to participate on a regular basis in the monthly online discussions and communications with your mentor.

Program and Travel Support

Fellows from AAHSL member libraries have their travel, lodging and per diem expenses covered for all in-person events, according to AAHSL travel policies, including one-day registration for the AAMC meeting.

- Attendance at the Orientation, AAHSL Annual Meeting, and one additional day at AAMC Annual Meeting in November 2022 in Nashville, TN. Expenses include meeting registration, air and ground transportation, lodging and meals. Attendance at the AAHSL meeting is free.
- Travel to site visit library. Expenses for an in-person event include air and ground transportation, lodging and meals.
- Travel to the Leadership Institute (if held in person) including air and ground transportation, lodging and meals
- Travel to the Capstone event (if held in-person) in the fall 2022. Expenses for an in-person event include air and ground transportation as well as lodging and meals.

If selected, you may use the allotment for travel expenses in accordance with the AAHSL Travel Policy and guidelines provided by the program. The [policy and travel expense form](#) will govern reimbursement of expenses. Please note the use of rental cars must be approved in advance by the program director.

Fellows NOT from AAHSL member institutions will need to pay their own travel expenses for the following (estimated at \$7,000 to 7,500). This includes:

- Travel, meal and other expenses on the days of travel to the in-person events such as Orientation, Leadership Institute, Capstone event and the site visit to the mentor's institution
- Registration for AAMC meeting

AAHSL supports lodging expenses and meals during the Orientation, Leadership Institute, and Capstone event, and provides free registration to the AAHSL annual meeting and educational program for all participants.

Information for becoming an [AAHSL member](#) is available on the association's website.

Eligibility Requirements

The NLM/AAHSL Leadership Fellows Program is designed for librarians with prior management experience. In most cases, the baseline for candidates to be considered for selection is a minimum of three to five years of experience that demonstrates a career track in administrative positions or progressive leadership responsibilities. NLM and AAHSL are committed to building diverse candidate pools and ensuring diversity of participation in the program and library leadership by considering the relevance of a broad portfolio of leadership responsibilities.

Each year the program selects a small class of fellows (about five) for the incoming class. In addition to the criteria below, the program is committed to diversity and inclusion and seeks applications from individuals with varying identities and backgrounds.

The application process is open to U.S. and Canadian citizens and permanent residents. Final candidates for fellows must be from or become an AAHSL member institution for *full travel support*. As noted in the Program and Travel Support section, candidates not from AAHSL member institutions will need to pay their own program travel expenses (estimated to be \$7,000 - \$7,500). Please visit the AAHSL website for [membership information](#).

The purpose of this program is to generate a pool of new candidates for open AAHSL director positions. As a result, current directors of AAHSL member libraries are not eligible to apply for this program. A fellow will be ineligible to participate if the selected fellow accepts a position as director of an AAHSL Library prior to the start of the program.

Criteria for Application Evaluation

1. Strong interest in pursuing a **directorship in academic health sciences libraries** regardless of type of library background or current setting.
2. Demonstrated record of leadership initiative and strong potential for future leadership contributions.
3. Clearly articulated personal and professional goals.
4. Commitment to the time and dedication required for full participation.
5. Diversity of experience, background, or perspective, particularly those underrepresented in the profession and library leadership positions.
6. A master's in library/information science or comparable graduate degree.
7. Currently working in academic health sciences libraries, hospital libraries, or other libraries or library-related environments.

Prospective applicants who do not yet meet these requirements may benefit from taking part in other leadership programs (including a short course, institutional leadership training, etc.) prior to applying for the fellowship.



The Leadership Fellows program was incredibly important to my professional development and the growth of my organization. I've found myself going back to my notes from our presentations and discussions more than once, and in a year of turmoil, when the operative words were "pivot and adapt," the support from my cohort of fellows and mentors was invaluable. My skills and confidence in myself as a leader grew throughout the year, and the experience ultimately was invaluable in helping me build the case for organizational change to strengthen health and biomedical sciences support at my institution.

Erika Sevetson, MS, Fellow 2019/2020
Currently Director of Health and Biomedical Library Services,
Brown University Library

Application

As a candidate for the fellowship, you are asked to include in your application a statement reflecting why you should be chosen as a candidate and why you want to be a director of an academic health sciences library. The statement does not need to be lengthy but must present a strong case as to why you should be selected. This information will also facilitate the process of matching fellows with mentors and will be used to focus your individual learning plan.

You must submit your application materials electronically to AAHSL by June 15, 2022. Application submission requires completing an online information sheet available at: <https://aahsl.memberclicks.net/fellows-class-2022-2023-application> and uploading the other required documents or sending them directly to Office@AAHSL.org.

AAHSL will acknowledge receipt of your application and prepare it for review by the AAHSL Future Leadership Committee. Please contact Pat Thibodeau at plthibodeau@gmail.com, if you do not receive an acknowledgement.

Timeline

June 15, 2022	Completed application packets due
August 2022	Invited candidates notified of selection decisions
August 2022	Commitment to program participation due

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

1. Online Fellow Information Sheet – the fellows information sheet is an online form that can be found on the AAHSL Website at: <https://aahsl.memberclicks.net/fellows-class-2022-2023-application>.

As an applicant you will be asked to provide the following: name, current position title, library, institution, mailing address, email, telephone numbers, graduate degrees, and years of management experience.

Providing information on race/ethnicity is optional. NLM and AAHSL are committed to building diverse candidate pools and ensuring diversity of participation in the program. Over the past 15 years, more than 23% of the fellow applicants have indicated a minority status and 27.3% of fellows have self-identified as having racially or ethnically diverse backgrounds. We ask 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 and to monitor the recruitment process.

2. Current CV

3. Statement of Interest (1 page)

Your Statement of Interest should support your application to the program. When developing your statement, consider the following:

- Why you are interested in the NLM/AAHSL Leadership Fellows Program.
- Your career goals in 3 to 5 years.
- How your background and experience has prepared you for an academic health sciences library director position.
- Other relevant academic or administrative experiences (e.g. leadership initiatives).
- Your vision of the role of the academic health sciences library director now and in the future.
- Areas of professional development and knowledge that you would like to pursue as a part of the site-visit at your mentor's institution.
- An example of how you have advanced diversity and inclusion within the profession or in your workplace.

4. Letters of Reference – up to three letters of reference will be accepted. The letters can be from the library director, other direct supervisor or administrator, or a colleague who has directly observed and is knowledgeable about your leadership ability, your potential and level of readiness to be an academic health sciences library director, and how the fellowship program will contribute to your development. The letters should focus on leadership level skills within the library, institution, or profession and not on management abilities.

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

*The Letter of Support from the home institution is strongly encouraged but is **not** mandatory for consideration. Candidates who apply without an institutional Letter of Support are asked to supply a written statement that they understand, agree to, and can support the financial and time commitments required for participation in all aspects of the program.*

- Support (time and other non-financial) for fellow's full participation in all programmatic activities (One-week site visit to mentor's home institution, webinars and discussions, Orientation, multi-day Leadership Institute, and 2-day Capstone).
- For candidates from non-AAHSL libraries:
 - Statement that the institution is becoming a member of AAHSL.
 - OR, a statement that travel expenses (including meals and incidental expenses) for participation in the Orientation, Leadership Institute, and Capstone, and all expenses (travel, lodging, per diem) for the site visit will be supported by you or your institution.

The letters mentioned in items #4 and #5 may be combined.

For questions about the application process, or to nominate a candidate for consideration, please contact Pat Thibodeau, Director, AAHSL Future Leadership Program, at plthibodeau@gmail.com or 919-619-6906.

MENTORS

Travel Support

NLM/AAHSL will financially support the following for mentors:

- One day's lodging and meals to attend the Orientation at the AAHSL and AAMC Annual Meetings, usually in November.
- Air and ground transportation, lodging, and additional meals to attend the multi-day Leadership Institute, if held as an in-person event, in the Spring
- Air and ground transportation as well as lodging and meals to attend the Capstone, if held as an in-person event in the Fall.

Mentors Application

The NLM/AAHSL Leadership Fellows Program seeks academic health sciences library directors to serve as mentors for program fellows. The program accepts a small class of fellows (about five) and each fellow is matched with a mentor. Mentors actively participate in the program's success by contributing to the leadership development components.

Mentors are selected based on their interest in the leadership program and their ability to commit time to the program. The time commitment involves participating in the in-person meetings, communicating regularly with their fellow, hosting a site visit for the fellow, and participating in the online discussions and virtual learning sessions. During in-person activities, you will participate in all discussions and exercises and share your knowledge and experiences with the fellows. Mentors will be asked to assist their fellow in facilitating a virtual (online) session and contributing to the Institute content through the development of case studies or other learning exercises.

As with fellows, the program is committed to diversity and inclusion and seeks applications from individuals with varying identities and backgrounds.

If selected, you will be paired with a fellow based on the fellow's expressed professional development areas and your fields of interest and areas of expertise, as well as characteristics of the institution.

As a mentor you should meet the following criteria:

- Five years' experience at director level (exceptions may be made for fewer years).
- Membership in AAHSL.
- U.S. or Canadian citizenship or permanent residency.
- Interest in and ability to commit time from November 2022 to October 2023 to the program components outlined in the program schedule (SEE page 6), including

mentors' orientation, program Orientation, Leadership Institute, Virtual Learning Community, Capstone, one-week Site Visit and regular communication with your fellow.

You may contact the Committee Chair Terrie Wheeler (tew2004@med.cornell.edu) or Program Director Pat Thibodeau (plthibodeau@gmail.com) with questions about the program or serving as a mentor.



As a fellow, the program supported me in building a strong foundation for navigating the challenges of leading in today's educational, research, and clinical environments. As a mentor, the program guided me in learning how to support others in their development. I attribute my professional success, in great part, to the experiences I had. I recommend this to anyone who wants to be an effective and transformative leader.

Rose L. Bland, MPA, MA, AHIP, Fellow 2012/2013, Mentor 2019/2020
Currently Assistant Vice President, USF Health Libraries and Assistant Dean,
Morsani College of Medicine (MCOM)
University of South Florida

Preliminary Mentor Application

If you are interested in becoming a mentor, you should send a preliminary email message to Pat Thibodeau (plthibodeau@gmail.com) by the deadline date below.

The preliminary email should include:

- **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 a fellow and the cohort in terms of professional development, your own experience, your unique areas of expertise, and/or institutional areas of focus.

Please include a brief paragraph about your library/institution:

- The type of institution (private, public, government)
- The reporting structure for the library, i.e. to whom the director reports
- The schools or areas served by the library, including any relationships to hospitals or health systems

- **A current CV.**

The selection committee evaluates fellow candidates and determines the types of institutions needed for appropriate matches. Input from fellow candidates may be sought about their preferences for a match. After initial decisions about potential matches for fellows and mentors

are made, each selected mentor is asked to confirm commitment to the program.

Timeline

June 15, 2022	Deadline for indication of preliminary interest in being in mentor pool
August 2022	Mentors are asked to confirm participation and are notified of pairing decisions