

# NLM/AAHSL LEADERSHIP FELLOWS PROGRAM 2018 - 2019

## BROCHURE AND APPLICATION



NLM/AAHSL Leadership Fellows Class of 2016-2017

L-R: Carol Jenkins (AAHSL), Judy Cohn (Mentor), Kathryn Deiss (Consultant), Cynthia Henderson (Mentor), Sandra DeGroot (Fellow), Eric Albright (Future Leadership Committee), Will Olmstadt (Fellow), Melissa Rethlefsen (Fellow), Jean Song (Fellow), Laura Cousineau (Mentor), Elizabeth Ketterman (Fellow), MJ Tooley (Mentor), Michael Kronenfeld (Mentor)  
Missing: Sandra Franklin and Paul Schoening (Future Leadership Committee)

## TABLE OF CONTENTS

---

---

Program Overview .....	1
Learning Objectives and Outcomes .....	2
Program Background .....	3
Program Design.....	3
Major Leadership Development Components	
Orientation and Leadership Institute .....	4
Mentor Relationship and Site Visit.....	4
Virtual Learning Community .....	5
Capstone.....	6
Program Schedule .....	7
Fellows Time Commitment.....	8
Fellows Travel Information.....	8
Fellows Requirements and Application .....	9
Fellows Information Sheet .....	11
Mentors Travel Information .....	12
Mentors Application .....	13
Appendix A: Proposed Changes for 2018/2019 Program.....	14

*This program has been funded in part with Federal funds from the National Library of Medicine, National Institutes of Health, Department of Health and Human Services*

# PROGRAM

---

---

## OVERVIEW

The Association of Academic Health Sciences Libraries (AAHSL) is pleased to announce the 2018- 2019 year of the leadership program jointly sponsored by the National Library of Medicine (NLM) and AAHSL. In response to the continuing need for expert future leadership, the NLM/AAHSL Leadership Fellows Program prepares emerging leaders for the position of library director in academic health sciences libraries. Fellows have the opportunity to develop their knowledge and skills in a variety of learning settings, including exposure to leadership in another environment. They are paired with mentors who are academic health sciences library directors. In addition to the individual relationship with their mentors, fellows benefit from working collaboratively with other fellows and mentors. Experienced program faculty and mentors provide content and facilitation for the cohort. The program takes advantage of flexible scheduling and an online learning community to minimize disruption to professional and personal schedules.

The sponsors, NLM and AAHSL, will provide financial support for a small cohort of fellows and will underwrite travel and meeting expenses.

**PLEASE NOTE:** AAHSL is considering some major changes to the structure of the Leadership Fellow Program for 2018/2019 (see Appendix A). The Program will contact fellow and mentor applicants about final changes in the calendar, content, and time required before requiring final commitments to the 2018/2019 cohort. We thank you for your patience as we explore other approaches to ensure the program remains relevant and responsive to the present and future roles of AAHSL directors.

The AAHSL-NLM Leadership Fellows Program is a signature AAHSL program. It is also an excellent example of our collaboration with the National Library of Medicine in the interest of strengthening the health information workforce. From my own experience as a mentor in the program and from talking with past fellows, I know its value to aspiring leaders. It teaches not only nuts and bolts of managing a complex organization but also the intangible qualities that make a leader someone to follow. I encourage aspiring library directors to apply and take advantage of this outstanding resource.

Jane Blumenthal  
AAHSL President 2017/2018

The one-year program design is multi-faceted: three in-person leadership institutes; attendance at some sessions of the Association of American Medical Colleges (AAMC) annual meeting; a yearlong fellow/mentor relationship; webinars and discussions on issues related to library leadership; and two weeks total on site at the mentor's home library.

## Learning Objectives and Outcomes

The NLM/AAHSL Leadership Fellows Program provides selected fellows with a transformative year-long series of learning events, experiences, and relationships to equip them to assume directorships of academic health sciences libraries.

Fellows in NLM/AAHS Leadership Fellows Program will:

- Explore leadership through a variety of lenses and program components
- Learn how to lead across organizational, institutional, and geographic boundaries
- Acquire a greater understanding of the contemporary role of health sciences library directors and observe an organization different than their own
- Develop skills in thinking strategically
- Gain greater personal awareness and leadership confidence
- Develop and be able to articulate a point of view about the future of health sciences libraries and the leadership these institutions require

The program content and structure are designed to:

- Introduce fellows to leadership theory and practical tools for implementing change at organizational and professional levels;
- Prepare fellows to interview successfully for director level positions in academic health centers;
- Develop meaningful professional relationships between fellows and mentors that give fellows access to career guidance and support;
- Expose fellows to another academic health sciences library and its institutional leadership under the guidance of their mentors;
- Examine career development and provide models of directors to fellows;
- Create a cohort of leaders who will draw upon each other for support throughout their careers;
- Promote diversity in the leadership of the profession; Offer recognition to emerging leaders and enhance the competitive standing of fellows as they pursue director positions.

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.  
Currently Library Director, Zuckerberg  
San Francisco General, UCSF Library

Information on requirements and application to the program may be is available on p.9 for fellows and p.12 for mentors. Applications from qualified minority candidates are encouraged.

## BACKGROUND

In 2000, in response to a documented need to recruit and develop first-class leaders in academic health sciences libraries, AAHSL undertook a Future Leadership Initiative, with goals related to recruitment; education and training; mentoring; and research. As part of its initiative, AAHSL publishes a recruitment guide for directors for use by institutional leadership (most recent edition 2016), supports a continuing

Being a Fellow gave me the opportunity to learn from the colleagues and mentors in my cohort and helped me make one of the most important decisions in my life – to pursue a directorship. Being a Mentor years later, I had the privilege to rejoin this incredibly special community of leaders – present and future. The Fellows program is the very best experiential learning program one can imagine for health sciences library leadership.

Gerald Perry, Fellow 2002-03 and Mentor, 2013-14. Currently Director, Arizona Health Sciences Library

education leadership course for future directors, awards scholarships for leadership training, and offers professional development and networking opportunities for new first-time AAHSL directors. In 2002, NLM and AAHSL jointly inaugurated the NLM/ AAHSL Leadership Fellows Program. Both sponsors have provided financial and other support for the program up to the present day, evidence that it continues to be a priority. The Association of Research Libraries, also an early partner, continues to host and participate in capstone events.

Two formal evaluations of the program have been conducted by an outside expert. The goals of both studies were to assess the impact of the program on the professional development and careers of fellows and the effectiveness of the curriculum in preparation to be a director. Taken together, these studies examined participants from 2002 through 2012. The evaluations confirm the success of the program goals and design.

Fellows pointed to enhanced leadership skills and credibility as a director candidate, building confidence, and gaining a cohort of peers who share career aspirations as outcomes of the program. Mentors not only contributed to the career development of

fellows; they also felt personal and institutional benefit from participation, through the opportunity to reflect on their own leadership and to learn from their fellow and others in the program.

Over 90% of fellows who participated in the second evaluation said that the program solidified or increased their interest in becoming a library director. Eighty-two fellows and 65 different mentors have participated in the program to date. Forty-one fellows (50% of prior graduates) have received permanent director appointments.

## DESIGN

The NLM/AAHSL Leadership Fellows Program comprises six components over a one-year timeframe (please refer to Appendix A for possible changes for 2018/2019): (1) a one-day group Orientation and attendance at an AAMC Annual Meeting, (2) an ongoing mentoring relationship, (3) a one-day group Leadership Institute, (4) two weeks spent at the mentor's library, (5) webinars and discussions, and (6) a three-day group Capstone event. These elements are designed to balance leadership development training with personal interaction and practical experience. Fellows and mentors participate together in all the

components. The program combines a group curriculum with individually-based events.

A full twelve months will be used to build a “community of learners” who will engage in in-person exchanges, distance learning, and hands-on site visits. This experientially based design capitalizes on existing resources and enables fellows to internalize the training and develop relationships with peers and mentors.

Many of the relationships developed over the course of the program endure after the year is over. The program also facilitates a broader community among all the classes of fellows and mentors. As the program matures, there is increasing opportunity for participants to be a part of a group of identified leaders and to meet informally with other classes.

## **MAJOR LEADERSHIP DEVELOPMENT COMPONENTS**

The major program components are summarized below to show how each step builds on the previous learning experience and to illustrate the quality of the overall design. Please refer to Appendix A for possible changes to the 2018/2019 program.

### **Orientation and Leadership Institute**

The Orientation, on November 1, 2018, held in conjunction with the AAMC Annual Meeting in Austin, TX is the first opportunity for fellows, mentors, and faculty to meet in person. Prior to this meeting, the community of learners will be connected electronically through the program’s Virtual Learning community. The Orientation includes a program overview, provides a chance for faculty, fellows, and mentors to get to know each other and develop initial learning plans for the year, and explores intentional leadership and creating a personal vision. The program also supports an introduction to the 2018 AAMC Annual Meeting to encourage exposure to issues and members of the academic medicine community.

A Leadership Institute will be scheduled in conjunction with the Medical Library Association (MLA) Annual Meeting in May 2019 in Chicago, IL. Highlights of the Institute have been the opportunity for a mock interview for a director’s position, with feedback on all aspects; and informal discussion with two recently appointed directors who are Fellows Program graduates. This in-person mid-point event helps to bond the cohort, further develops leadership skills, and ensures that the program is addressing the needs of participants.

Both the Orientation and the Leadership Institute will include presentation of and discussion about leadership issues affecting academic health sciences libraries and the larger professional community as well as individual career issues. Faculty experienced with the program and with teaching and consulting about leadership development will facilitate the events.

### **Mentor Relationship and Site Visit**

The relationship for fellows with their mentors is the thread that ties the program pieces together. Fellows are paired with mentors based on the fellow’s expressed professional development and the mentor’s fields of interest and areas of expertise, as well as characteristics of the mentor’s institution.

Fellow and mentor pairs will establish mutual expectations for their newly developed working relationship. They are expected to communicate on a regular and frequent basis to discuss topics of their choosing, such as challenges faced by the fellow and issues in their home libraries and the profession. During this time, fellows and mentors will build relationships, supporting fellows as they consider their next career decisions.

The individual site visit component is crucial to the program, giving fellows first-hand experience under the tutelage of highly committed and knowledgeable mentors representing the leaders of the academic health sciences library community. Mentors will work with fellows to design and schedule a visit to the mentor's home library. The design of the site visit will ensure a meaningful and instructive experience—it will be coordinated to meet mentor and fellow expectations and will fulfill the program's goal of exposing fellows to diverse leadership styles and organizational developments of which future leaders will need to be aware.

### **Virtual Learning Community**

A Virtual Learning Community will be created to encourage online exchange of information about program components and the discussion of issues and ideas that surface during the program.

Leadership instruments will assist each fellow in identifying strengths and preferences and form a basis for the work the fellow does individually in the program and with the mentor. Program faculty will administer the instruments and guide each fellow through the development of a leadership profile and on its applications to program components.

Between the in-person events, long-distance learning content will be offered monthly to maintain interaction of the cohort and to introduce topics of importance to academic health sciences library leadership. Webinars are presented by fellow/mentor pairs with opportunity for all fellows to undertake activities and participate in discussion with the cohort.

During 2017-2018 online curriculum areas included: Versatile Leadership, Strategic Thinking, Power and Influence, Strategic Resource Allocation, Organizational Culture and Workforce Development, the Future of Health Sciences Libraries, and Diversity and Cultural Competence. Topics vary based on interests expressed by the cohort.

As a two-time mentor, I have learned enormously from the questions my fellow asks, and from looking at my own institution with a fresh eye.

Additionally, it's been a wonderful networking opportunity. And of course, it feels wonderful to share my own areas of experience as well as that of my staff and my institution.

Barbara Cavanaugh, Mentor 2013-14, 2017-2018, Currently director STEM Libraries, University of Pennsylvania

## **Capstone**

The Capstone is the culminating event, bringing together program participants, faculty, and national leaders in the library and academic health professions. This intensive multi-day event provides the opportunity to meet with leaders in AAHSL and NLM and many of their partner organizations to discuss the implications of key issues. The curriculum will focus on environmental forces helping to shape academic health sciences libraries. It will tie to concepts raised throughout the year and recognize participants' completion of the program. The Capstone will not only reinforce the cohort of fellows and mentors but will also serve as a powerful networking opportunity with other leaders. It will be scheduled during Autumn 2019 in Washington, DC. Organizations represented in prior capstone programs include the National Library of Medicine and other national libraries, Association of American Medical Colleges, Association of Research Libraries, Institute of Museum and Library Services, and other health professional and information organizations.

## **Curriculum Timeline**

A program schedule is on the next page and provides an overview of the program and the proposed calendar dates. Please refer to Appendix A for possible changes to the 2018/2019 program timeline.

## PROGRAM SCHEDULE

---

---

June 15, 2018	Completed application packets due
August 2018	Invited candidates notified of selection decisions Participation confirmation due Notification letters sent to all applicants
October 31, 2018 Austin, Texas	4-5 p.m. Mentor orientation 6-8 p.m. Networking dinner for mentors AND fellows
November 1, 2018	Orientation (held in conjunction with the AAMC Annual Meeting)
November 2-6, 2018	AAMC Annual Meeting, Boston, MA
December 2018	Fellows/Mentors finalize site visit schedules
January – August 2019	Site visits
January - September 2018	Facilitated webinars and discussions
May 4, 2019 (tentative) Chicago, IL	Leadership Institute (held in conjunction with MLA Annual Meeting)
August 31, 2019	Deadline for completion of site visits
Autumn 2019 (Dates TBA) Washington DC	Capstone and Graduation, Multi-day event

# FELLOWS

---

---

## TIME COMMITMENT

Times do not include travel time between home and event. Please refer to Appendix A for possible changes in the timeline and time commitments for the 2018/2019 program.

- Orientation: One day, plus attendance at AAMC Annual Meeting (funding is provided for one additional day; the full meeting is approximately six days total), plus preparation time
- Leadership Institute: One day, plus preparation time
- Capstone: Three full-days with graduation on third evening, plus preparation time
- Virtual Learning Community: Approximately 1.5 hours monthly for webinars and discussions, plus related assignments ranging from 1 to 5 hours each, and 1 to 5 hours to prepare one webinar
- Site Visit: Two-week (one or two intervals), plus preparation and follow-up time
- Regular ongoing communication with mentor throughout year; typically, biweekly calls

## TRAVEL INFORMATION

Fellows will be allowed a maximum of \$9,000 each for travel expenses.

Fellows may use the allotment as they choose for travel expenses, subject to the AAHSL Travel Policy. The policy and travel expense form available here:

[http://www.aahsl.org/assets/2013/2013\\_aahsl\\_travel\\_policy.pdf](http://www.aahsl.org/assets/2013/2013_aahsl_travel_policy.pdf) will govern reimbursement of expenses.

The sponsors will financially support for fellows:

- Attendance at the Orientation and one additional day at AAMC Annual Meeting in November 2018 in Austin, TX, which includes: meeting registration, air and ground transportation, lodging and meals.
- Travel to site visit library, which includes: flexibility for one two-week site visit or two one-week site visits, and up to thirteen days' lodging and meals.

- Travel to Capstone in Autumn 2019 in Washington, DC, which includes: air and ground transportation and up to four days' lodging and meals.
- Funding is not provided for travel or attendance at the MLA Annual Meeting in Chicago, IL. However, the program will support one day's lodging and applicable meals at the Leadership Institute, also in Chicago.

## **REQUIREMENTS AND APPLICATION**

The NLM/AAHSL Leadership Fellows Program is designed for librarians with prior management experience. In most cases, a minimum of three to five years of experience that demonstrates a career track in administrative positions is the baseline for candidates to be given consideration. Applicants should have strong interest in pursuing a **directorship in academic health sciences libraries**, regardless of type of library background or current setting. They should also have a demonstrated record of leadership initiative and strong potential for future leadership contributions. An MLS or comparable graduate degree is required. Applications are welcomed from professionals working in academic health sciences libraries, hospital libraries, or other library or library-related environments. U.S. and Canadian citizens and permanent residents are eligible for the program. Applications from qualified minority candidates are encouraged. Each year the program selects a small cohort of fellows (about 5) for the incoming class.

Prospective applicants who do not yet meet these requirements may benefit from taking part in other AAHSL leadership programs (including a short course or scholarships to pursue leadership training opportunities) prior to applying for fellow. Information about these options is available [here](#).

Candidates for fellow are asked to include in their application a statement reflecting why they should be chosen as a candidate as well as indicating why they want to be a director of an academic health sciences library. The statement does not need to be lengthy but does need to present a strong case as to why the applicant should be selected. This information will also facilitate the process of matching fellows with mentors and focus individual program design.

**Potential fellows should submit applications electronically to AAHSL by **June 15, 2018**, to [office@aaahsl.org](mailto:office@aaahsl.org).**

AAHSL will acknowledge receipt of applications and prepare them for review by the AAHSL Future Leadership Committee. Please contact Pat Thibodeau at [plthibodeau@gmail.com](mailto:plthibodeau@gmail.com) if an acknowledgement is not received.

### **Timeline**

June 15, 2018,	Completed application packets due
August 2018	Invited candidates notified of selection decisions
August 2018	Participation confirmation due

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

**1. Completed Fellow Information Sheet**—please use the attached information sheet (next page) or provide the requested information in another format.

Note: NLM and AAHSL are committed to building diverse candidate pools and ensuring diversity of participation in the program. Therefore, we are asking 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 only to monitor the recruitment process.

**2. 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 are you interested in the NLM/AAHSL library leaders program; your career goals (3 to 5); how your background and experience has prepared you for an academic health sciences library director position, as well as other relevant academic or administrative experiences (e.g. leadership initiatives). Also consider 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; and an example of how you have furthered diversity and inclusion within the profession or in your workplace.

**4. Letter of Reference** from library director (or direct supervisor, if reporting relationship is to person above library) describing demonstrated leadership ability; potential and level of readiness to be an academic health sciences library director; and how the program will contribute to applicant's development.

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

- Costs associated with travel to the May 2019 MLA Annual Meeting for the Leadership Institute.
- Support (time and other non-financial) for fellow's full participation in all programmatic activities (Site Visit(s) totaling two weeks to mentor's home institution, webinars and discussions, Orientation, Leadership Institute, and Capstone).

*Note: The Letter of Support from the home institution is strongly encouraged but not mandatory for consideration. In the absence of this letter, candidates 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.*

**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](mailto:plthibodeau@gmail.com) or 919-619-6906.

# NLM/AAHSL LEADERSHIP FELLOWS PROGRAM

## Fellow Information Sheet

Name (Ms./ Mr./ Dr.): \_\_\_\_\_

Title/ Position: \_\_\_\_\_

Institution: \_\_\_\_\_

Mailing Address: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

E-mail: \_\_\_\_\_

Telephone:

(w) \_\_\_\_\_

(h) \_\_\_\_\_

(c) \_\_\_\_\_

Graduate Degrees Earned: \_\_\_\_\_

Number of Years of Management Experience: \_\_\_\_\_

Race or Ethnicity (optional): \_\_\_\_\_

## **MENTORS TRAVEL INFORMATION**

NLM/AAHSL will financially support for mentors:

- One day's lodging and meals to attend the Orientation at the AAMC Annual Meeting, November 1, 2018.
- Air and ground transportation and up to four days' lodging and meals to attend the Capstone in Autumn 2019.

## **MENTORS APPLICATION**

The NLM/AAHSL Leadership Fellows Program is seeking academic health sciences library directors to serve as mentors for program fellows. The program is designed to accept a small cohort of fellows, with one mentor matched to each fellow. Mentors will be asked to participate actively in the program's success, contributing to the variety of leadership development components.

Mentors will be recruited based on interest and ability to commit time to the program; ability to participate in in-person cohort meetings; and ability to communicate regularly with and host during the site visit his or her designated fellow. Mentors will be expected to interact periodically with the cohort via the Virtual Learning Community, participating electronically in discussions as part of the online curriculum and sharing with other mentors the responsibility for facilitating discussions during the webinars. Mentors will contribute to activities at cohort meetings, including working with designated fellows on exercises.

Mentor and fellow pairings will be based on the fellow's expressed professional development areas and the potential mentor's fields of interest and areas of expertise, as well as characteristics of the mentor's institution.

Mentors should meet the following criteria:

- Five years' experience at director level
- Membership in AAHSL
- U.S. or Canadian citizenship or permanent residency
- Interest in and ability to commit time, during November 2018 – October 2019, to the following program components:
  - Orientation: One day (November 1, 2018, as part of the AAMC Annual Meeting)
  - Mentors orientation held in late afternoon/early evening on Oct. 31
  - Leadership Institute: One full day (May 4, 2019 (tentative date), as part of the MLA Annual Meeting)

- Virtual Learning Community: Webinars and discussions
- Site Visit(s) plus preparation time (January – August 2019)
- Regular ongoing communication with fellow throughout year

Capstone: Multi-day with evening graduation on last day (Autumn 2019)

Questions about being a mentor may be directed to Committee Chair Paul Schoening ([paul.schoening@wustl.edu](mailto:paul.schoening@wustl.edu)), Incoming Chair Heidi Heilemann ([heidi.heilemann@stanford.edu](mailto:heidi.heilemann@stanford.edu)) or Program Director Pat Thibodeau ([plthibodeau@gmail.com](mailto:plthibodeau@gmail.com)).

**Directors should indicate preliminary interest in being a mentor by sending an email message to Pat Thibodeau ([plthibodeau@gmail.com](mailto:plthibodeau@gmail.com)) by **June 15, 2018**.**

The 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 to a fellow and the group in terms of professional development, your own experience, your unique areas of expertise, and/ or institutional areas of focus.

In addition, please include a brief paragraph about your library/institution:

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

The selection committee will evaluate fellow candidates and determine the types of institutions needed for appropriate matches. The committee may seek input from fellow candidates about their preferences for a match. At that point, directors who could potentially offer these matches will be asked to confirm their interest in participating.

### Timeline

June 15, 2018	Deadline for indication of preliminary interest in being in mentor pool
August 2018	Mentors asked to confirm participation and notified of pairing decisions

## APPENDIX A

### Proposed Changes to LFP 2018/2019 and Future Cohorts

The AAHSL Future Leadership Committee (FLC) is proposing to the AAHSL Board and the National Library of Medicine that the Leadership Fellows Program (LFP) implement a three-day immersive leadership event replacing the current one-day Leadership Institute. To support the increased cost of a multi-day immersive event and to make this modification as cost-neutral as possible, the FLC has also proposed other changes (see below) to the program. If approved by the AAHSL Board and NLM, these changes would take effect with the incoming 2018/2019 cohort in the fall of 2018.

AAHSL recognizes that major changes are occurring within academic health science libraries, placing greater demands on their leaders to confidently navigate uncertainty, complexity, and politics. The Leadership Fellows program represents AAHSL's commitment to cultivating the next generation of library leaders to meet these challenges.

The Future Leadership Committee has been deliberating how the Leadership Fellows Program might evolve to keep up with the ever-changing requirements of library leaders. The current Program packs a lot of content into disconnected chunks spread throughout the year, without providing substantive opportunities for deeper dives and longer discussions on key topics in leadership. After studying data from evaluations and surveying prior cohorts, the FLC believes the Program would be better able to reach its goals if it were to include a multiple-day immersive learning experience as part of the LFP year.

**Below (in bold) is how the structure of the program would change:**

- One-day orientation at AAHSL/AAMC meeting -- NO change
- **Three-day leadership institute – in Chicago in 2019 and separate from MLA in future years**
- **Only one site visit at mentor's institution**
- **Two-day Capstone event in DC (not three days)**
- **Virtual sessions (Webinars) scheduled as needed to augment other content**
- Regular communication between mentor and fellow – NO change