

MINUTES

AAHSL FUTURE LEADERSHIP COMMITTEE

November 2, 2007

Washington, DC

PRESENT: Bill Garrity, Jo Dorsch, David Ginn, Charlie Greenberg, Cynthia Henderson, Lynn Kasner Morgan, Etheldra Templeton; Carolyn Lipscomb, Project Manager; Elaine Martin, Board Liaison; Judy Consales, Carol Jenkins, Co-Chairs

ABSENT: Jan LaBeause, Jim Shedlock

Welcome to new members

Carol observed the notable absence of Wayne, who has relinquished his co-chair position with his retirement, and welcomed Judy, who is capably filling his shoes, and new committee members Jo, Charlie, Cynthia, Lynn and Jim. The committee wished a speedy recovery to Jan.

July meeting with NLM

Carol, Judy, Elaine and Carolyn met with NLM staff in July. NLM renewed its financial commitment to the Leadership Fellows Program for years seven through nine. We also discussed with them the evaluation study and outcomes, diversity of participants, and the new directors symposium.

Leadership Fellows Program

Five former fellows have been appointed to director positions to date. A strong and diverse applicant pool for the 2008 class of fellows was received. Cynthia reported on efforts to encourage diversity through communication with the MLA African American Medical Librarians Alliance SIG. The criteria for consideration and need for institutional support were not completely understood. Four of the five incoming mentors have participated in the program before. Although this resulted from consideration of matching interests of selected fellows, it is desirable to avoid a perception of an “old boys network.” The committee suggested recruiting for mentors among new directors and building upon the new directors symposium to expand the value of giving back, but confirmed that the requirement of five years as a director is a good one.

New Directors Symposium

The committee discussed the need for offering the symposium a second time and the pros and cons of possible funding sources. The first symposium was supported by AAHSL with participants’ institutions sharing costs through funding travel; no tuition fee was charged. NLM did not express interest in a proposal to underwrite costs, and the committee did not feel they should be approached again. Funding was included in the budget request to the Board, with indication of partial external funding. Institutions often cover the costs of such programs. If tuition is charged, what is the minimum number of participants required to break even. David advocated for AAHSL to cover the tuition. Honoraria for experienced directors/presenters may be unnecessary. A high percentage of the AAHSL overall budget is for leadership programs, resulting in potential member

pushback, but the deliverables are concrete. Twelve new and interim appointments have been made since November 2006. Eleven attended the new directors luncheon. A list of institutions recruiting for director positions or with interim appointments was distributed for review (see attached). Some potential symposium participants are former fellows, which may affect the proposed content. Part of the planning process will be to look at costs more carefully.

Scholarships

Two additional awards were made in October out of four fundable applications. The selection committee deliberated over whether former fellows and scholarship recipients should be considered and if preference should be given to institutions not supported in the past. It concluded that no additional criteria needed to be spelled out and that the committee could weigh factors as appropriate. The cost-benefit of the scholarships relative to the Leadership Fellows Program was raised, leading to a discussion of creation of the pipeline of future leaders. We have used scholarships as a fallback for applicants not ready for the fellows program. What is AAHSL's role compared to organizations such as the Leadership and Management Section and ARL, and how can we help people self-identify as leaders and reach them at the point of time of making decisions. The Board reduced the committee request for scholarships to the previous level of \$10,000; the number or the amount of awards could be decreased.

Director workforce survey data

Out of 99 responses to Bill's survey, 1/3 of directors report plans to retire within four years and 2/3 in eight years. They identified major areas of need of knowledge and skills among potential directors. They reported an average of two staff members as potential directors in the next five years. Reporting relationships and changes in responsibilities were noted. Reduced autonomy and centralization by university libraries is a potential trend. Bill noted that the political environment may be missing from the Leadership Fellows Program curriculum. It was suggested that a provost/dean be included in the Capstone. Three-quarters of the appointments were filled through external searches. The size of the pipeline is unknowable; do we want to ask associate directors as well, although that won't identify all potential applicants. Libraries are becoming more integrated on campus with other activities. The worst-case scenario is that librarians may not be leading libraries in ten years. Measurable things are occurring. There is competition for space and real threats from the outside from people interested in resources. AAHSL needs to respond to strategic issues, and libraries need to promote programs outside the library. There may be different pipelines and career paths replacing the traditional path and a shift in organizational structure to fast track people. Criteria may look at experiences rather than titles, although changes in title can help in applying for positions. How do we identify the drive of individuals; our current review of leadership program applicants looks at achievement and interest. The preliminary data is rich and interesting. Bill will summarize for the membership and asked for a volunteer to assist in analyzing the data.

CE course

Jim is leading the instructor team in planning the offering of the course at the 2009 MLA Annual Meeting.

Leadership Fellows Program evaluation study

Modifications to the program based on the study have been incorporated in the areas of curriculum, selection and matching, mentor guidance and communication with home directors, network development and continuity of programs. The committee continues to examine ways to disseminate the study results.

2008 Budget request

The Board will reexamine committee requests in January and make the final budget decisions.

Other committee efforts

The committee endorsed one-on-one coaching of potential directors as viable and an excellent idea. ACRL is active in this area. Alumni associations have facebook-type efforts.

2/18/08 cl

**INSTITUTIONS RECRUITING FOR DIRECTOR POSITIONS
(NOW OR ANTICIPATED)
AND/OR WITH INTERIM APPOINTMENTS**

(NOTE: List is for review and is not verified for accuracy or completeness)

California-San Diego

Central Florida

Florida

Howard

Meharry

Ohio State

Oklahoma-Tulsa

Oregon

Pennsylvania

South Dakota

Stanford

Texas-San Antonio

Utah

West Virginia

10/20/07