

**REPORT
OF THE
AAHSL NEW DIRECTORS DEVELOPMENT SYMPOSIUM
APRIL 4-6, 2006
WASHINGTON DC**

The Future Leadership Task Force developed a proposal for a symposium for new Association of Academic Health Sciences Libraries directors in November 2005, in response to input from members that the content of leadership programs created by the task force for future directors would have been useful to them as new directors. Information on changes in AAHSL membership indicated there were over 40 new library representatives since 2002, justifying the value of such a program. The Board of Directors approved the proposal and authorized the task force to plan and offer the symposium.

The goal of the New Directors Development Symposium was to build a community of academic health sciences library directors that will contribute to the success of directors at their respective institutions and as members of AAHSL. The objectives were to:

- Develop awareness of leadership roles and foundational administrative skills
- Offer the opportunity to meet other library directors, both new and experienced, and representatives of key organizations important to academic health sciences libraries
- Communicate to new directors that they are now members of the AAHSL community and can feel comfortable and confident working with their peers in AAHSL.

The position of academic health sciences library director has multifaceted responsibilities and interacts with a wide range of constituencies in an environment of technical, financial, and political complexity. It is a unique position which often involves responsibilities, initiatives, and experience not commonly found in other positions in libraries. AAHSL directors have no obvious peers in their own institutions, and colleagues in AAHSL can be a source for information and guidance. In particular, new directors can benefit from familiarity with this community.

The two and one-half day symposium was scheduled for April 4-6, 2006, at the Hilton Washington Embassy Row in Washington, DC. It included a combination of a keynote presentation, sessions by experienced library directors on administrative skills, meetings with leadership of selected organizations, and opportunities for discussion among participants. (See Attachment A.)

A call for applications was issued on January 3, with a deadline of January 31 for response. New directors were invited to apply, with priority consideration given to directors in their first three years or less of their first appointment and to persons holding permanent appointments. Applicants were asked to submit a CV and letter of application

addressing the following questions. The information was used to select participants and to plan the content of the symposium.

- What is your career path and what are your long-range professional goals?
- What is the single most important issue facing your institution?
- What is your biggest challenge as a library director?
- What is your greatest strength as a leader?

Twelve new directors with excellent credentials were selected. (See Attachment B.) They represented a variety of institutions in size, organization, mission, and geography, and, as directors, they possessed a range of backgrounds in length of tenure, experience in the same institution, and career paths. They had held their positions of director from four months to over three years, and one had a long-term appointment as interim director. This diversity of experience led to valuable discussions and exchange of information.

Although the size of the symposium group could accommodate the applicants, the new directors found the competitive selection process to be valuable in communication with their institutions.

The task force planning committee consisted of Wayne Peay, Carol Jenkins, David Ginn, and Carolyn Lipscomb. They reviewed the applications from new directors and selected participants, invited presenters, held conference call discussions with Maureen Sullivan and with the experienced director presenters to plan the symposium, and handled meeting logistics.

The applicant statements confirmed the importance and relevance of several foundational administrative areas employed by academic health sciences library leadership. These directors with recognized expertise agreed to develop presentations for the symposium:

- T. Scott Plutchak: “Strengthening the library’s position in the institution”
- David Ginn: “Human resources”
- Rick Forsman: “Budget and planning”
- Wayne Peay and Carol Jenkins (presented by Peay): “Facilities and information technology”
- Logan Ludwig: “Role of AAHSL.”

Just as importantly, the experienced directors attended the entire symposium, serving as resources and interacting with the new directors. The presenters communicated with the new directors in advance of the symposium, introducing their topics, collecting information about areas of focus, and making assignments. During the symposium, their presentations encouraged discussion and demonstrated the interrelationships among their topics.

The planning committee arranged with consultant Maureen Sullivan to set the stage for the symposium. She made suggestions during planning of the symposium. At the event, she introduced roles and challenges for leaders of academic health sciences libraries and facilitated discussion. Due to her schedule, she was able to attend only the first day of the

symposium, so the agenda was set to take advantage of her presence. A centerpiece of her presentation was the administration and discussion of a questionnaire (Organizational Frames Analysis Questionnaire by Sample and Yopp) on preferences about managing. It was based on Bolman and Deal's four frames: structural, human resource, political, and symbolic. She also helped participants make interconnections among the presentations of the initial day.

Representatives from key organizations were invited to discuss their roles and interaction with AAHSL libraries. Duane Webster of the Association of Research Libraries described his organization's focus. Betsy Humphreys of the National Library of Medicine addressed the topic of collaboration of NLM and academic health center libraries and also stayed during a break to meet informally with participants. Tony Mazzaschi and Morgan Passiment of the Association of American Medical Colleges spoke about AAMC's relevance to academic health center libraries. Joyce Ray represented the Institute of Museum and Library Services, providing information on available funding opportunities.

The informal side of the symposium was also important. Events were scheduled each evening, in addition to the informal discussion that occurred during the symposium itself. These conversations were particularly valued by participants.

The structure of the symposium drew upon the experience of the task force with the NLM/AAHSL Leadership Fellows Program and, in particular, the program's Capstone event. Several of the outside organizations and individuals have also addressed the Capstone. The symposium followed the model of the Capstone in providing time for reflection and discussion and in emphasizing the interaction of the cohort. Since the symposium was a one-time event rather than a yearlong program, building the community was of necessity a different process, but the collegiality of the group was equally important. The new directors were not assigned mentors as are the fellows, but including the experienced directors in the group offered a briefer parallel opportunity.

The assessment of the symposium by the new directors—during the event, in the formal evaluation, and in communication since—has been very positive. (See Attachment C.) The experienced directors have conveyed how much they gained from the experience as well. The highest ranked statement on the evaluation was the benefit from meeting and networking with other library directors, both new and experienced: every new director gave it a perfect score. Participants also were very appreciative of the presentations of the experienced directors and Maureen Sullivan and felt they had increased their awareness of leadership roles and administrative skills and, in particular, felt more strongly connected to the AAHSL community of directors. They found the external speakers less valuable, possibly because many were already familiar with the organizations. IMLS was ranked higher due to the new, practical information. The structure of the symposium was also praised, with some proposals for other topics, different emphases, and modifications. The desire for more time for experienced directors to "spin" the information from the external organizations afterwards was a common suggestion. The early April dates made

hotel space in Washington scarce and expensive. Overall, it was clear that the participants found the symposium to be valuable and thoroughly enjoyed it as well.

There was no registration fee for the symposium, but new directors and their institutions were responsible for their travel, hotel, and other expenses. AAHSL supported the other costs of the symposium, including administrative support, space, consultant fees, and honoraria and expenses for the experienced directors. The costs of the majority of the meals and breaks were also assumed by AAHSL, which allowed for efficient use of time and contributed to collegiality. The total expenses were just over \$23,225. (See Attachment D.)

As one planning committee member stated, the symposium was successful in “imprinting” the new directors with the value of AAHSL, and it demonstrated AAHSL’s commitment to helping them succeed. The task force believes that it is well worth offering again. Based on the applications, it appears that most of the current need and demand have been satisfied. All the over 40 new AAHSL members were contacted, with many responding that they had longer experience as directors. The task force expects the symposium to be needed at periodic intervals and recommends that AAHSL consider a second offering in three years. The task force plans to update the survey on retirement plans of current directors, which may help to confirm the timing of another symposium. The approach of the symposium should be modified as needed, with input and perhaps participation from the first-time attendees.

Submitted by:

Carol Jenkins
Wayne Peay
Co-chairs, AAHSL Future Leadership Task Force

Carolyn Lipscomb
Project Manager, AAHSL Future Leadership Task Force

July 7, 2006

Attachment A

ASSOCIATION OF ACADEMIC HEALTH SCIENCES LIBRARIES

NEW DIRECTORS DEVELOPMENT SYMPOSIUM

AGENDA

**April 4-6, 2006
Washington, DC**

Tuesday

***Hilton Washington Embassy Row, 2015 Massachusetts Ave. NW
Lincoln Room***

8:00 – 9:30 am	Continental breakfast Welcome and introductions	Maureen Sullivan Organization Development Consultant
9:30 – 12:00 noon	Keynote: Leadership of academic health center libraries: roles and challenges Self-assessment exercise <i>(break 10:15-10:30)</i>	Maureen Sullivan
12:00 noon–1:00 pm	Lunch	
1:00 – 2:00 pm	Libraries and research institutions	Duane Webster Executive Director Association of Research Libraries
2:00 – 3:45 pm	Strengthening the library’s position in the institution <i>(break 3:00-3:15)</i>	T. Scott Plutchak Director, Lister Hill Library of the Health Sciences, University of Alabama at Birmingham
3:45 – 4:45 pm	Group debrief and feedback/ highlights and interconnections of day	Maureen Sullivan
6:30 pm	Group dinner	Hotel Tabard Inn 1739 N St NW

Wednesday

8:00 – 9:00 am	Continental breakfast Role of AAHSL	Logan Ludwig President, AAHSL Director, Medical Center Library, Loyola University
9:00 – 10:00 am	Collaboration between NLM and academic health center libraries	Betsy Humphreys Deputy Director, National Library of Medicine
10:00 – 10:30 am	Break and informal time with Betsy	
10:30 – 11:30 am	Collaboration between AAMC and libraries	Anthony Mazzaschi Senior Associate Vice President for Biomedical and Health Sciences Research Morgan Passiment Director, Information Resources Outreach and Liaison, Division of Medical School Affairs
11:30 am–1:30 pm	Lunch on own	
1:30 – 2:30 pm	Funding opportunities from IMLS	Joyce Ray Associate Deputy for Library Services, Institute of Museum and Library Services
2:30 – 4:15 pm	Human resources (<i>break 3:00-3:15</i>)	David Ginn Director, Alumni Medical Library, Boston University Medical Center
4:15 – 5:00 pm	Group debrief/highlights of day	Carolyn Lipscomb Project Manager AAHSL Future Leadership Task Force
	Wine and beer	Lipscomb apartment 2127 California St NW #506

Thursday

8:00– 8:30 am	Continental breakfast	
8:30 – 10:00 am	Budget and planning	Rick Forsman Director, Denison Memorial Library University of Colorado at Denver and Health Sciences Center
10:00 – 10:15 am	Break	
10:15 – 11:45 am	Facilities and information technology	Wayne Peay Director, Eccles Health Sciences Library University of Utah
11:45 am–1:30 pm	Lunch Group debrief/highlights of day Symposium wrap-up	Carolyn Lipscomb Wayne Peay

rev. 3/29/06

Attachment B

AAHSL NEW DIRECTORS DEVELOPMENT SYMPOSIUM

**April 4-6, 2006
Washington, DC**

Participants

New Directors

Eric D. Albright
Director, Hirsch Health Sciences Library
Tufts University
Boston, MA
Eric.Albright@tufts.edu

Gretchen Arnold
Interim Director and Associate Dean
Claude Moore Health Sciences Library
University of Virginia
Charlottesville, VA
gvn8r@virginia.edu

Marianne Comegys
Library Director
LSU Health Sciences Center Library
Shreveport, LA
mcomeg@lsuhsc.edu

James A. Curtis
Director
Savitt Medical Library and Information Technology Services
University of Nevada School of Medicine
Reno, NV
jacurtis@unr.edu

Carlene May Drake
Director, University Libraries
Loma Linda University
Loma Linda, CA
cdrake@llu.edu

Barbara A. Epstein
Director, Health Sciences Library System
University of Pittsburgh
Pittsburgh, PA
bepstein@pitt.edu

Christine Frank
Director
Library of Rush University Medical Center
Chicago, IL
Christine_Frank@rush.edu

Cynthia L. Henderson
Director
Morehouse School of Medicine Library
Atlanta, GA
chenderson@msm.edu

Evelyn Breck Morgen
Director, Lyman Maynard Stowe Library
University of Connecticut Health Center
Farmington, CT
emorgen@uchc.edu

Joanne Muellenbach
Director, Health Information Resource Centre
Northern Ontario School of Medicine
Thunder Bay, Ontario
Joanne.muellenbach@normed.ca

Cristina A. Pope
Director, Health Sciences Library
SUNY Upstate Medical University
Syracuse, NY
popec@upstate.edu

Carolyn Warmann
Director
Wegner Health Science Information Center
Sioux Falls, SD
Carolyn.Warmann@usd.edu

Director Presenters

Rick Forsman
Director, Denison Memorial Library
University of Colorado at Denver and Health Sciences Center
Denver, CO
rick.forsman@uchsc.edu

David Ginn
Director, Alumni Medical Library
Boston University Medical Center
Boston, MA
dginn@bu.edu

Logan Ludwig
President, AAHSL
Director, Medical Center Library
Loyola University – Chicago
Maywood, IL
lludwig@lumc.edu

Wayne Peay
Director, Eccles Health Sciences Library
University of Utah
Salt Lake City, UT
wayne@lib.med.utah.edu

T. Scott Plutchak
Director, Lister Hill Library of the Health Sciences
University of Alabama at Birmingham
Birmingham, AL
tscott@uab.edu

Other

Maureen Sullivan
Organization Development Consultant
Annapolis, MD
MSull317@aol.com

Carolyn Lipscomb
Project Manager, AAHSL Future Leadership Task Force
Atlanta, GA
carolynlipscomb@cs.com