

## **MINUTES**

### **AAHSL FUTURE LEADERSHIP COMMITTEE**

November 6, 2011

Denver, CO

**PRESENT:** Dave Boilard, Pam Bradigan, Brian Bunnett, Colleen Cuddy, Jerry Perry, Cynthia Robinson; Barbara Epstein, incoming co-chair; Elaine Martin, co-chair (presiding); Lynn Kasner Morgan, co-chair; Julie Sollenberger, incoming co-chair designate; M.J. Tooley, board liaison; Carolyn Lipscomb, program manager

**ABSENT:** Jim Shedlock

#### **Committee changes/workflow**

Pam Bradigan and Julie Sollenberger are new committee members for 2011-2012. Lynn Kasner Morgan and Barbara Epstein will serve as co-chairs, and Julie is the new co-chair designate. Dave Boilard and Elaine Martin, co-chair, are concluding their terms. Committee work is primarily carried out by subcommittees for various areas. Carolyn will send out a request for volunteers for the subcommittee assignments. Tokens of appreciation from AAHSL were presented to Dave and Elaine, with thanks from the committee for their dedication and contributions.

#### **Leadership Fellows Program**

Two fellows in year 9 of the program were appointed director before the conclusion of the year. Other former fellows are committed to pursuing positions, and search committees are seeking out fellows as candidates. The year concluded with a successful Capstone in September. Highlights included a panel from the three national libraries. Year 10 began in Denver with the Orientation. Three of the incoming fellows have former fellows as home directors. NLM made advance payment of its support for the next three years.

Jerry shared his observations of the selection process. There were 17 fellow applicants, the same as last year. He appreciated a diversity of backgrounds, such as network and rural environments and Canadian applicants. The proper matching with mentors is always complex. The committee was able to pair with all first-time mentors this year.

How to assess the years of experience of fellow applicants was an interesting debate that was not resolved during the selection process. The diversity of backgrounds reflects changing roles in libraries, and the question is how to embrace that in measuring readiness to take the next step to be a director candidate. The current requirement of five years of management experience—defined as department head or higher or the equivalent—may not take into account current organizational structures, nontraditional domain knowledge, or changing pathways to director positions. Applicants are required to work in library settings, but an MLS is not mandatory. Due to the pool, the selection committee considered whether to count non-supervisory experience or management experience in non-library settings. One approach suggested by Jerry and Brian was to ask applicants to make their own case for why their leadership experience qualifies them. A counter argument is that cohorts need a baseline or bedrock of shared experience. The publicity needs to be clear enough that there is equity of understanding of requirements. It should also give

the selection committee the flexibility to use its judgment in arriving at consensus. The length of director experience also came up during the discussion of potential mentors. The committee will continue to work on the wording for the experience requirement.

Brian raised the need to collect feedback again from participants through surveys or focus groups, as was done for the first three cohorts. The 2006-2007 evaluation study used an expert consultant and would be expensive to replicate. Because of changes occurring in leadership of libraries, it is important to know if the curriculum is addressing them. Fellows who have become directors are a source for program assessment. Consideration of updating the evaluation could be added to the small group committee assignments for next year. Budget implications and timing must be included.

Cohort building was also discussed. Brian believes requiring a legacy project, such as a website, tee shirt, or mission statement, has value in developing camaraderie and strengthening the program. Due to program demands, it could be pursued in the year following the fellowship. Others felt cohorts have different personalities and that it should not be forced.

### **New Directors Symposium**

Cynthia reported on the AAHSL list survey of new directors underway. Directors in the first three years of their first permanent or acting position are asked to respond by November 21. The purpose of the survey is to assess interest in the symposium, preference for the sequence of in-person meetings (including in conjunction with AAMC and MLA meetings and a separate meeting in DC), funding support needed, and their view of the most important topic for a new director.

The group should consider differences in the curriculum for new directors who have been fellows. It was pointed out that the focus in the symposium is on interaction as new directors. The small group work facilitates a sense of community and shared leadership.

### **Leadership Scholarships**

Dave reported that four scholarships were awarded from four applications; one was later returned and a fifth scholarship award is in process. Since 2003, 4 to 14 applications have been received annually with an average of 8, and 4 to 8 awards have been made each year. Other issues have been the level of experience of applicants and their scholarship goals. There has been flexibility to invite persons to design a “mini-fellowship” supported by scholarship funds. The committee and the Board have discussed the value and purpose of the program, particularly whether the awards are for general leadership or director training, and what are the responsibilities of AAHSL, home institutions, and the individual.

M.J. reported that the Board considers the scholarships to be valuable and part of the leadership continuum. It has approved \$8000 in the committee budget to be spent on scholarships in the way to be determined by the committee. [The amount is less than the \$12,500 requested, but the committee was asked to include all possible programs in their proposed budget.] Funding for a sixth fellow if identified was also approved.

The committee should review the application schedule (such as a rolling application process) and promotion. Clarification and articulation of the purpose will be necessary. If the criteria are broadened, an emphasis on leadership could distinguish the scholarships from those from other sources. The committee should continue the focus on leadership in its programs.

### **CE Course**

M.J. reported for Jim and the instructor team that the course for MLA 2012 is expanding to six hours, to accommodate the interaction with directors deemed the important component. Information for acting/interim directors is also being added. A meeting with acting directors at this conference will be followed by a survey of persons now or formerly in those positions. Other forums for acting directors could include support groups. A question is how to make the guidance transportable.

Other options for training were noted, including a Leadership and Management Section symposium on leadership in the planning stage and Jerry's CE course.

### **Marketing**

To mark the tenth anniversary of the Leadership Fellows Program, a poster proposal has been submitted for MLA 2012. An application for a poster at AAMC is also planned, with more of a focus on the program as a model.

### **Recruitment Guide**

Colleen reported on plans to revise the guide. Although it needs updating, it is still useful. The section on the role of the director should include more on reporting relationships and could reflect Pat Thibodeau's work. The committee should also review how the guide is advertised and promoted and plan a kickoff campaign involving sitting directors. The document is a guide to the whole process, including planning prior to recruitment, and should be known from the beginning stages. It was noted that the standard lead time for resignation notification has shortened. The guide is also an important tool for libraries at new institutions. Dave said that the New and Emerging Health Sciences Libraries Group is looking for links with AAHSL. Guidance on interim and acting positions and working with them could be expanded. Marketing to fellows should be added as a source for candidates. The references to Charting the Future should be updated. Suggestions for promotion included sending to human resources and to search firms. It could be incorporated in succession planning in some institutions. Colleen will continue to lead planning for revision and promotion.

### **Board of Directors**

In addition to the budget feedback discussed under Leadership Scholarships above, M.J. reported that a strategic planning meeting was held with committee chairs. The Board is planning to re-run the committee's retirement surveys of 2001 and 2007.

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