

MINUTES
AAHSL FUTURE LEADERSHIP COMMITTEE
November 6, 2009
Boston, MA

PRESENT: David Boilard, Brian Bunnett, Charlie Greenberg, Colleen Cuddy, Barbara Epstein, Cynthia Henderson, Jerry Perry, Jim Shedlock, Etheldra Templeton; Linda Watson, Board Liaison; M.J. Tooley, incoming Board Liaison; Elaine Martin, Co-Chair Designate; Lynn Kasner Morgan, incoming Co-Chair Designate; Carol Jenkins, Co-Chair; Carolyn Lipscomb, Program Manager

ABSENT: Judy Consales, Co-Chair; Jo Dorsch

Leadership Fellows Program

Sixteen applications for fellow were received for the 2009-2010 cohort, in comparison to an average of 24. We interpreted this as a good number and an indication of the strength of the program in the face of current stresses on libraries. The quality of the applicants remained very high. The mentor application process was modified; directors were asked to indicate preliminary interest and were invited to apply if a tentative pairing was made with a fellow. Ten directors did so.

The members of the selection subcommittee (Lynn, Etheldra, Carol, Elaine, Judy, Carolyn) shared their impressions. The process of reviewing applications and matching with mentors is a lot of work, but it is fascinating and rewarding. It is important to get more people involved, and there is emphasis on selecting first-time mentors. The revised matching process required knowledge of directors and library characteristics in order to match precisely with fellow interests. We were able to build cohort diversity in terms of background and interests. One concern this year was how to treat an applicant already expecting to assume a director position and whether the New Directors Symposium was a more appropriate venue. In fact, two to three fellows in this year's cohort have been promoted to director or equivalent positions before the year begins, potentially altering the dynamics of the cohort. Past cohorts have included acting directors, and occasionally fellows have been appointed director in the course of the program year. We are trying to be sensitive to the concerns of all the current fellows.

Questions included how many fellow applicants are repeat applicants; the estimate was a third. [In fact, 6 of the 16 this year had applied in earlier years.] It was suggested that we track the percentage of director vacancies assumed by fellows, though it was also pointed out that local conditions play into filling positions and that the number of fellows moving into director jobs may be more useful. The new fellows will be introduced at the AAHSL seminar.

New Directors Symposium

The symposium, with its in-person and virtual format over the November to May period, launches at this meeting with a keynote session moderated by Maureen Sullivan. Nineteen new directors [later increased to 20] are participating, along with seven

experienced directors as faculty for topics including future library roles, technology, staffing, and the life of the director. The symposium subcommittee (Barbara, Cynthia, Carolyn) reviewed the reasons for the format and lessons from the fellows program. The appropriate interval between symposia may be about three years, the time since the first event in 2006.

CE course

The instructor team (Jim, Carol, M.J.) discussed their experience. They taught the course at the 2009 MLA annual meeting to 12 attendees; this year they added a course website and advance assignment and conducted a separate evaluation on the website in addition to the general MLA evaluation. The class focused on fundraising and budgets, self-awareness and leadership ability, and politics, and the instructors share personal stories. The 2010 course will feature a new name along the lines of 'do you want to be a library director?' The application for 2011 may extend the class to six contact hours. There was interest from a chapter in offering the course, but so far we have maintained the team-teaching approach possible at the national meeting.

Questions included who comes to the course; there is a range of experience, but most are exploring the possibility of a director career track. Some attendees apply for the fellow program; this is the first leadership program in a continuum. A class size of about 5-15 is appropriate for the format. It was noted that one chapter does videotaping of interview exercises.

Scholarships

We attempted this year through publicity to demonstrate to members the value of the scholarship program as part of the continuum and to emphasize shared cost support by the institutions. Some scholarships were used to target individuals with specific development needs. Linda asked if we could track movement along the continuum. We define the continuum as offering choices for the individual. The scholarship program helps to strengthen the leadership corps in AAHSL libraries. Carol, Elaine, Judy, Jo, and Carolyn served as the scholarship subcommittee.

Marketing

Articles about the Leadership Fellows Program (one by second-year fellows) will be included in a special issue of *Journal of Library Administration*. Press releases are issued and distributed throughout the library profession, primarily in connection with the Leadership Fellows Program.

Measuring impact of leadership programs

We have used a variety of means to evaluate the impact of programs, including the 2007 qualitative evaluation study of the Leadership Fellows Program funded by NLM and conducted by Elaine, tracking the promotions of fellows, examining the extent of AAHSL member involvement, and calculating the cost per participant.

Recent analysis shows that 55 AAHSL libraries have participated in the Leadership Fellows Program (as mentors, fellows, hiring fellows, or a combination); this includes

46% of full members. The average per person cost of participants in all programs from 2001-2009 (fellows, new directors, scholarships, and CE) is \$2,363. AAHSL spends \$6,300 per fellow, and AAHSL and NLM together \$15,231.

It was pointed out that this represents an investment, not a cost. It does not include the contributed costs of institutions, such as those of host institutions for fellows. It should be viewed in the context of how other organizations approach leadership development and the costs of comparable programs. There is the strength of a robust community of participants. Mentors as well as other participants receive benefit. We continue to be interested in measuring impact and how to tone and tune our message. Another way to assess the influence of the programs could be case scenarios in context. The support and impact of NLM were noted; what are they interested in? Their participation in planning and events such as the Capstone keep them abreast of program direction.

Research and recruitment

Distribution of the recruitment guide was discussed. Linda reported a board question about procedures for Louise. It was suggested that there is value in sending the guide to specific individuals with context; distribution to the membership would insert it at the local level where more is known about new programs.

The potential of a new survey on retirement plans was considered and what added value would be gained for data on succession planning. Is there a saturation point for training? A simpler survey could be easier to analyze. The question of whether economic conditions have affected retirement plans could be added to the “Hard Times” survey.

Assessment of programs and their future

More integration for new directors may be needed. Current association efforts include a presidential letter and contact, committee appointments, and board buddies. CE could be distributed in a more continuous version. Something in-between may be desired for new directors. Interim directors have different concerns and challenges and could be targeted.

Committee changes

New committee members Brian Bunnett, Colleen Cuddy, Jerry Perry, Barbara Epstein (ex officio), and M.J. Tooley (board liaison) are welcomed. Judy Consales and Elaine Martin will co-chair the committee, joined by Lynn Kasner Morgan as co-chair designate. Thanks are expressed to outgoing members Jo Dorsch, Charlie Greenberg, Etheldra Templeton, and Linda Watson (board liaison). Elaine presented tokens of appreciation to Carol Jenkins for her co-chairmanship and extensive contributions to the leadership programs.

Next meeting

The committee will hold its next in-person meeting at the 2010 AAMC/AAHSL annual meeting.