

NLM/AAHSL Leadership Fellows Program

2007-2008 Report

Table of Contents

Highlights.....	3
2007-2008 Class: Year in Review.....	4
All Classes.....	7
Goals.....	8
Appendix A: Promotions of Fellows.....	9
Appendix B: 2007-2008 Roster.....	12
Appendix C: 2007-2008 Schedule.....	13
Appendix D: Orientation Agenda.....	15
Appendix E: Learning Plans [omitted from this version of the report]	
Appendix F: Learning Institute Agenda.....	16
Appendix G: Capstone Agenda.....	17
Appendix H: Graduation Remarks.....	25
Appendix I: Fellow Evaluation Summary [omitted from this version of the report]	
Appendix J: Mentor Evaluation Summary [omitted from this version of the report]	

NLM/AAHSL Leadership Fellows Program 2007-2008 Report

Highlights

At a moment of transition in leadership of academic health sciences libraries, the NLM/AAHSL Leadership Fellows Program is demonstrating its value and timeliness. The original program conveners from the National Library of Medicine and Association of Academic Health Sciences Libraries anticipated a sea change in library directorships and the need to encourage and prepare future leaders. In 2008, up to 19 institutions at a time had vacant positions or interim appointments. AAHSL recorded 28 new permanent and interim appointments in 2007-2008.

Five fellows were appointed to director positions in 2008: Nadine Dexter at Central Florida, Chris Shaffer at Oregon, Heidi Heilemann at Stanford, Brian Bunnnett at New Mexico, and Neville Prendergast at Tulane. Overall, 10 former fellows are now directors. Of the 30 fellows in the first six cohorts, 17 have received promotions to director or other positions of higher responsibility (**Appendix A**).

These fellows not only have been identified as leaders, they also have the benefit of mentoring, networking, and perspective gained from the program. They are familiar with the AAHSL community and are ready to take advantage of it as directors. Participation in the program should prepare them to be better directors sooner. This value is potentially enhanced during the challenges posed by the current economic conditions.

Institutions and recruiters are eager to tap qualified candidates for their pools and have shown an increasing awareness of the Leadership Fellows Program. The Future Leadership Committee continues to examine strategies for communication with recruiters and for strengthened career guidance for former fellows. It has emphasized the ongoing informal support from mentors—both the fellow's own mentor and other mentors—and undertaken efforts described in this report.

With the incoming 2008-2009 class, 35 fellows and 29 different mentors will have participated in the program. The home directors of fellows have been affiliated with the program through their support of their staff members, and other AAHSL members have served in Future Leadership Committee or association leadership roles. Overall, a large percentage of AAHSL members have already had direct contact with the program. The last two years, the committee has called on former mentors in order to make appropriate matches for fellows. These directors willingly make the commitment again as they value their previous experience. However, the number of new mentor volunteers has been a concern that the committee continues to address.

Fellow applicant pools remain strong. The 26 applications for 2008-2009 represented the highest number in three years. Except for the first year, between 19 and 27 persons have applied each year. The program has had success in recruiting diverse cohorts: five of the

fellows in the three classes from 2007-2009 have been from under-represented racial or ethnic groups.

NLM's renewed support for years seven through nine takes effect with the 2008-2009 program year. The agreement to implement a gradual increase in support in the last two years of this period will make the relative contributions of AAHSL and NLM more in line. NLM's backing through funding, guidance, and participation in program events is a major factor in the program's success.

2007-2008 Class: Year in Review

The sixth class of fellows and mentors (**Appendix B**) participated in the program during the period from September 2007 through September 2008. Five fellows were selected from an excellent, competitive pool of 22 applicants, based on their interest in pursuing a directorship in academic health center libraries and their record of leadership initiative and potential. They were paired with mentors from a pool of 15 current directors who had volunteered, taking into consideration the fellows' expressed interests for the site visit and mentor relationship and the areas of expertise and library characteristics of the mentors. Ten of the directors in the pool had previously served as mentor in the program, and four of the five mentors who were paired had done so.

The cohort of fellows and mentors met together with faculty and AAHSL Future Leadership Committee co-chairs and program manager at three points during the year: for a daylong Orientation in conjunction with the Association of American Medical Colleges Annual Meeting; a half-day Leadership Institute at the Medical Library Association Annual Meeting; and a three-day Capstone. AAHSL renewed its contract with DeEtta Jones Young and Kathryn Deiss to lead the Orientation and Leadership Institute, and DeEtta provided facilitation for the Capstone. Fellows were also sponsored to attend the AAMC/AAHSL meetings following the Orientation. The fellows spent two weeks on site visits to their mentors' home libraries, in addition to ongoing communication with their mentors throughout the year. Videoconference sessions were held in months when events were not scheduled. The **schedule of program components** is listed in **Appendix C**.

- **Orientation and AAMC meeting:** The orientation (**Appendix D**) for the new class introduced cohort members to one another and reviewed expectations for the program. The group completed leadership assessments (Myers-Briggs Type Indicator Form M and FIRO-B) in advance, so that results could be shared with individuals and used as the basis for a discussion of intentional leadership. The fellows and mentors were encouraged to use the profiles in setting goals as they worked on learning plans for the year. The session also included a presentation on how to get the most from a mentoring relationship. A reading provided background for an exercise on envisioning the future of libraries. Two mentors were unable to attend for the entire day due to conflicts, but the schedule was adjusted so that they were present for one-on-one work with their fellows. Shelley Bader met with the group to give guidance to the fellows on how to benefit from

the AAMC meetings. The AAHSL Board of Directors and Barbara Rapp greeted the group.

- **Learning plans:** The individual fellow learning plans (**Appendix E**) [omitted from this version of the report] are an important tool in shaping the year. In collaboration with their mentors, fellows describe three goals and outline their importance, necessary resources, and definition of success. The plans help determine the focus of the site visits and how other program components can further achievement of the goals, and it is expected that they can be modified during the course of the year. Fellows share their plans with the cohort at the beginning of the year; at the conclusion of the program, fellows and mentors are asked to review the plans.
- **Virtual learning:** The Web-based curriculum (included in the schedule in **Appendix C**) was refined based on last year's experience. It combines the advantages of outside presenters, mentor involvement, fellow activities, and teleconferencing and course technology. The monthly events also allow for expanded content and connections between in-person meetings. Topics presented were: orientation to the technology, budgeting and planning, e-science, fundraising, diversity and cross-cultural communication skills, power and influence, and site visits. The sessions on e-science and diversity were added to the schedule for the first time. Rick Forsman (budgeting), Neil Rambo (e-science), Carol Jenkins and Fran Allegri (fundraising), DeEtta Jones Young (diversity), Pat Thibodeau (power and influence), and Judith Robinson (site visits) prepared presentations and led discussion; other mentors developed follow-up assignments for sessions. Fellows were asked to view online courses, conduct an activity, or read in preparation for the sessions.
- **Technology:** Adobe Acrobat Connect Professional is used for the teleconferences. During the course of the year, UCLA took over hosting the curriculum from the University of Utah. With the consent of the NN/LM National Network, the program was able to move to the version with more reliable audio capability. Both UCLA and Utah staff provided technical support to the cohort and presenters and assistance with the transition. With help from University of Colorado staff, Rick Forsman recorded the budgeting and planning course using Captivate; the tutorial will be available for future classes. This year's fellows established a wiki for their curriculum materials and site visit reports. The committee also adopted the use of private wikis for the selection process and has set one up for next year's cohort.
- **Leadership Institute:** The institute program (**Appendix F**) emphasized practical career guidance drawing on mentor experience. Fellows were asked to prepare for a mock interview exercise pairing fellows with mentors other than their own; mentors acted as their medical school dean or other officer and provided feedback to the fellows on the interview and their curriculum vitae. Wallace McLendon, University of Florida, and former fellow Jerry Perry, University of Colorado,

participated as a guest panel, describing their recent experience in interviewing for directorships as external and internal candidates and their perspective as new directors. The cohort engaged in a guided discussion on organizational politics, life of the director, and work/life balance.

- **Capstone:** The Capstone (**Appendix G**) focuses on introducing fellows to the role of organizations important to academic health centers, bringing in key players, and addressing external issues shaping libraries and their implications for directors. Speakers from NLM, AAHSL, AAMC, ARL, SPARC, AMIA, Health and Medicine Counsel of Washington, and NIH generously gave of their time to meet with the group and discuss organizational initiatives and issues. In addition, organizational representatives worked closely with the program manager to plan and schedule sessions, in particular Sally Sinn and other NLM staff. New topics and organizations for this year's Capstone included conflict of interest, library as place, AMIA, and institutional relationships. The NLM Library Operations meeting was redesigned so that participants could have the opportunity to provide feedback on its new strategic plan.

The Capstone format design encourages active involvement of the fellows through discussion time with the core group of fellows, mentors, and faculty to supplement the outside presentations; this year's schedule was refined to place the discussions closer to the session. Participants were assigned facilitator roles for each session, with responsibility for communicating with speakers in advance, setting up the session, guiding the session, and leading a post-session discussion. Despite these efforts, finding the balance between fellow participation and the opportunity to observe mentors interact with speakers on director-level issues remains a challenge. Discussion periods also allowed time to reflect on the experiences of the year and post-program transition concerning the impact on fellow career paths and the opportunity for new roles in current and future positions. The Capstone included social events with the chance to spend time informally as a group. Overall, the Capstone provided the opportunity for intensive discussion and for personal meetings with significant individuals.

The **reception and graduation ceremony** at the conclusion of the Capstone honored the fellows and mentors. AAHSL members, Capstone speakers, area library leaders, and persons from fellow and mentor institutions were among the invitees. Fellows and mentors supplied names of institutional representatives and colleagues so that AAHSL could send invitations and note their completion of the program. Judy Consales, Carol Jenkins, DeEtta Jones Young, Betsy Humphreys, and Linda Watson recognized their achievement on behalf of the sponsoring organizations, and Colleen Cuddy and Judith Robinson represented the fellows and mentors in describing their experience (**Appendix H**).

- **Site visits and mentor relationships:** The site visits are the core individual activity. They provide the opportunity for fellows and mentors to spend extended time together and for fellows to experience another library environment with an

emphasis on leadership at the director level. The visit agendas are anchored by the learning goals of the fellow. Each site visit is unique, depending on the possibilities at the institution and on the fellow's interests and goals. Fellows are able to meet a range of library staff and university or institution officials, participate in and observe library and university meetings and decision making, and gain a sense of their mentors' leadership style in his or her organization. Most of the fellows this year were able to visit other libraries and directors in the area. Some mentors visited their fellows at their own libraries. The fellows share their expertise and give presentations to library staff during the site visits. They expand their professional networks, while the library can benefit from the perspective of the fellows. Fellows write reports of their site visits to share with the other fellows and mentors and participate in a group discussion to extend the value of the visits to the cohort. In addition, fellows and mentors communicate with each other on a regular basis and spend time together at MLA or other events.

- **Mentors:** The mentors continue to be the mainstay of the program. In addition to their contributions to their fellows during the site visit and the ongoing relationship, they are a part of the cohort. Their full participation in program components makes it possible for fellows to be exposed to additional leadership styles and areas of expertise. They play a role in developing content and facilitating the videoconference sessions, as well as facilitating Capstone sessions. Mentors expressed that they benefit from the program as well and appreciate the opportunity to reflect and to learn from the cohort. The committee co-chairs also participated in many of the program components, supplying additional perspective as directors or former mentors. Carol Jenkins contributed in a dual role this year, both as mentor and committee co-chair.

The **summary evaluations from fellows and mentors** are attached as **Appendices I and J** [omitted from this version of the report]. Overall, they speak highly of their experience and the perceived value of the program. The Future Leadership Committee will be considering changes and refinements based on the annual evaluation as well as continuing to incorporate modifications indicated by the evaluation study conducted in 2006-2007.

All Classes

The program continued its effort to build connections among program classes. The annual reunion of all former and current fellows and mentors occurred at the MLA Annual Meeting, with about 30 in attendance. The reunion is part of the initiative to develop a long-term community across class lines among the participants in the program.

Individual mentors and fellows and cohorts also report staying in touch with one another and offering career advice. The committee has worked to encourage ongoing career support for fellows in previous classes. It distributed interview tips based on the Leadership Institute for the current class and communicated with mentors and fellows

about expectations for assistance. On an individual basis, targeted coaching for fellows was facilitated to take place with Kathryn Deiss.

Previous and current mentors met together during the AAMC Annual Meeting for the annual “mentor-the-mentors” session to share their experiences and expectations. Areas of discussion included the role of the mentor, learning plans, site visits, communication with the fellow, contribution to the cohort, impact on mentors, and impact on staff. Eighteen mentors attended.

Goals

For the upcoming year, we aim to maintain the strength and diversity of fellow and mentor pools and the cohort; refine and communicate selection criteria; enhance program content and design; support mentors and fellow-mentor pairs; adapt technology for the program curriculum; strengthen assistance for former fellows in their career progression; and continue to address the ladder of leadership development programs culminating in the Leadership Fellows Program.

AAHSL expresses its gratitude and appreciation for the ongoing collaboration with NLM in making this program possible.

Submitted by:

Judy Consales
Carol G. Jenkins
Co-Chairs, AAHSL Future Leadership Committee

Elaine R. Martin
Co-Chair Designate

Carolyn E. Lipscomb
Program Manager

12/16/08

Appendix A

Promotions of Fellows in NLM/AAHSL Leadership Fellows Program

Directors

Judy Consales (2002-2003 class)

Associate University Librarian for Sciences and
Director, Louise M. Darling Biomedical Library
University of California, Los Angeles
(earlier promotions: Director; Associate University Librarian for Life and Health
Sciences)

Mentor: Carol G. Jenkins

Linda J. Walton (2002-2003 class)

Associate University Librarian and
Director, Hardin Library for the Health Sciences
University of Iowa

Mentor: Wayne J. Peay

Gerald (Jerry) J. Perry (2002-2003 class)

Director
Health Sciences Library
University of Colorado Denver
(earlier promotions: Deputy Director; Interim Director)

Mentor: Nancy K. Roderer

Brian P. Bunnett (2003-2004 class)

Director, Library and Education Services
Health Sciences Library and Informatics Center
University of New Mexico
(earlier promotion: Deputy Director of Libraries, University of Texas Southwestern
Medical Center at Dallas)

Mentor: Lynn Kasner Morgan

Judy Burnham (2004-2005 class)

Director
Biomedical Library
University of South Alabama
(earlier promotions: Associate Director; Interim Director)

Mentor: Brett Kirkpatrick

Jett McCann (2004-2005 class)
Director, Dahlgren Memorial Library
Associate Dean for Knowledge Management
Georgetown University Medical Center
Mentor: Patricia Thibodeau

Nadine Dexter (2006-2007 class)
Director
Health Sciences Library
University of Central Florida
Mentor: Holly Shipp Buchanan

Christopher (Chris) J. Shaffer (2006-2007 class)
University Librarian
Oregon Health & Science University
Mentor: Paul Schoening

Heidi Heilemann (2007-2008 class)
Associate Dean for Knowledge Management, Director
Lane Medical Library & Knowledge Management Center
Information Resources & Technology (IRT)
Stanford University Medical Center
Mentor: Nancy Roderer

Neville Prendergast (2007-2008 class)
Director
Rudolph Matas Library of the Health Sciences
Tulane University
Mentor: Carol G. Jenkins

Other Promotions

Patricia (Pat) C. Higginbottom (2002-2003 class)
Associate Director for Public Services
Lister Hill Library of the Health Sciences
University of Alabama at Birmingham
Mentor: Judith Messerle

Nancy J. Allee (2003-2004 class)
Deputy Director, Health Sciences Libraries
University of Michigan
Mentor: T. Scott Plutchak

Gabriel (Gabe) R. Rios (2003-2004 class)

Deputy Director

Lister Hill Library of the Health Sciences

University of Alabama at Birmingham

(earlier promotion: Associate Director of Public Services, Briscoe Library, University of Texas Health Science Center at San Antonio)

Mentor: Karen A. Butter

Beth Layton (2004-2005 class)

Interim Director

Health Science Center Libraries

University of Florida

(currently Deputy Director)

Mentor: William Garrity

Francesca (Fran) Allegri (2005-2006 class)

Associate Director for External Relations &

Head of User Services

Health Sciences Library

University of North Carolina at Chapel Hill

Mentor: Gail A. Yokote

Jane Bridges (2005-2006 class)

Associate Director – Savannah Campus

Health Sciences Library

Memorial University Medical Center

Mentor: Laurie L. Thompson

Colleen Cuddy (2007-2008 class)

Associate Curator/Deputy Director

Ehrman Medical Library

New York University School of Medicine

Mentor: Judith Robinson

Appendix B

2007-2008 NLM/AAHSL Leadership Fellows Program

Colleen Cuddy

Associate Curator/Deputy Director
Ehrman Medical Library
New York University School of Medicine

Mentor: Judith Robinson

Assistant Dean for Library and Learning Resources
Edward E. Brickell Medical Sciences Library
Eastern Virginia Medical School

Jonquil D'Souza Feldman

Associate Director for Public Services
UTHSCSA Library
University of Texas Health Science Center at San Antonio

Mentor: J. Michael Homan

Director of Libraries, Mayo Clinic
Assistant Professor of Medical Informatics
Mayo Clinic College of Medicine

Heidi Heilemann

Associate Dean for Knowledge Management, Director (Acting)
Director for Research & Instruction
Lane Medical Library & Knowledge Management Center
Information Resources & Technology
Stanford University Medical Center

Mentor: Nancy K. Roderer

Director, Welch Medical Library
Associate Professor and Director, Division of Health Sciences Informatics
Johns Hopkins University

Mary Piorun

Associate Director for Technology Initiatives and Resource Management
Lamar Soutter Library
University of Massachusetts Medical School

Mentor: Patricia L. Thibodeau

Associate Dean for Library Services & Archives
Duke University Medical Center Library

Neville Prendergast

Associate Director, Health Information Resources
Becker Medical Library
Washington University School of Medicine

Mentor: Carol G. Jenkins

Director, Health Sciences Library
University of North Carolina at Chapel Hill

Appendix C

2007-2008 NLM/AAHSL Leadership Fellows Program Schedule

September-October 2007	Introduction of cohort to program
November 2	Orientation, Washington, DC
November 4	Mentor-the-Mentors discussion, Washington, DC
November 2-7	AAMC Annual Meeting, Washington, DC
January 16, 2008	Curriculum technology orientation University of Utah
Week of January 28	Prendergast site visit to Univ of NC
February 20	Course and journal club: Budgeting and planning Rick Forsman
Week of February 25	Cuddy site visit to EVMS
Week of March 10	Heilemann site visit to Johns Hopkins
March 19	E-science Neil Rambo Follow up: Nancy Roderer
Week of March 31	Piorun site visit to Duke
April 16	Activity and journal club: Fundraising Carol Jenkins and Fran Allegri
Week of April 21	Feldman site visit to Mayo Heilemann site visit to Johns Hopkins
Week of April 28	Prendergast site visit to Univ of NC
May 16	Leadership Fellows Program Reunion, Chicago, IL
May 21	Leadership Institute, Chicago, IL
Week of June 9	Cuddy site visit to EVMS
Week of June 16	Feldman site visit to Mayo
June 18	Journal club: Diversity and cross-cultural communication skills DeEtta Jones Young

Follow up: Michael Homan

Week of August 11

Piorun site visit to Duke

August 20

Course and journal club: Power and influence
Pat Thibodeau

September 24

Journal club: Site visits (held at Capstone)

Judith Robinson

September 24-26

Capstone, Washington, DC

September 26

Reception and Graduation Ceremony, Washington,
DC

Appendix D

NLM/AAHSL Leadership Fellows Program

Marriott Wardman Park, Rooms 8206 & 8209
Washington D.C.

November 2, 2007

8:00 am- 4:30 pm

Orientation Agenda

Pre-reading:	Vest, Charles M., "Open Content and the Emerging Meta-University"
8:00 am	Continental Breakfast Program Overview and Introductions
8:30-9:30 am	Facilitated discussion <ul style="list-style-type: none">▪ How do we want to shape this program experience to meet our unique individual and group needs?▪ How will we contribute to the learning?
9:30-11:30 am	Intentional Leadership Debrief leadership instrument
11:30-12:30 pm	Lunch
12:30-2:00 pm	Getting the Most from Your Mentoring Relationship <ul style="list-style-type: none">▪ Learning Plan▪ One-on-one time with mentors
2:00-4:00 pm	Environmental Scan
4:00-4:30 pm	How to Make the Most of Your AAMC Experience Wrap-Up and Adjournment

Appendix F

NLM/AAHSL Leadership Fellows Program Leadership Institute

Agenda

Skyway 265
Hyatt Regency Chicago
Chicago, IL

Wednesday, May 21, 2008
12:30 – 5:00 pm

- Pre-reading: Goleman, D. *Leadership that Gets Results*. Harvard Business Review, March-April 2000.
- Pre-work: Fellow sends current CV to interviewer in advance.
Interviewer provides position description to fellow in advance.
Fellow researches position and institution.
- 12:30 pm Lunch and Reconnect
- 1:15 pm Director Interview Exercise
- Each Pair: 30-minute interview
10-minute feedback session
 - Group Debrief
- 2:15 pm Guest Panel:
Jerry Perry, University of Colorado
Wallace McLendon, University of Florida
- Interview/Hiring Experience
 - Perspective as New Director
- 3:15 pm Break
- 3:30 pm Guided Discussion—strategies from mentor directors
- Organizational Politics
 - Aspects of Life of Director
 - Work/Life Balance
- 4:30 pm Wrap-up and Evaluation
- 5:00 pm Adjournment

Appendix G

NLM/AAHSL Leadership Fellows Program

CAPSTONE AGENDA

September 24 – 26, 2008
Washington, DC

Goal of Capstone: Introduce participants to roles of organizations important to academic health centers, meet key players, and address external issues shaping libraries and their implications for directors.

Wednesday, September 24

ARL, 21 Dupont Circle, NW, Suite 800

*Goal of Day 1: Discuss issues of current priority to various organizations and how academic health sciences libraries can benefit and collaborate, including:
How groups influence legislative issues from complementary perspectives;
Structure of AAMC and points of interaction and influence for libraries;
Trends in building and space use;
Informatics training.*

8:30 – 9:30 am	Continental breakfast Welcome and Capstone overview Setup for Information Policy session Mini-break	DeEtta Jones Young
9:30 – 11:30 am	Panel: Information Policy and Funding	Dale Dirks President, Health and Medicine Counsel of Washington Prudence Adler Associate Executive Director, Federal Relations and Information Policy, ARL Jerry Sheehan Assistant Director for Policy Development, NLM Jonquil Feldman Mary Piorun Facilitators

11:30 am – 1:00 pm	Lunch and discussion Group debrief/highlights of morning session	
	Discussion of Site Visits	Fellows Judith Robinson Facilitator
	Setup for AAMC session	
1:00 – 2:00 pm	Association of American Medical Colleges	Susan Ehringhaus Senior Director & Regulatory Counsel Biomedical and Health Sciences Research
	<i>Conflict of interest in research</i>	
	<i>Group on Information Resources</i>	Morgan Passiment Director, Information Resources Outreach and Liaison
		Carol Jenkins Facilitator
2:00 – 2:15 pm	Group debrief/highlights of session Setup for Library as Place session	
2:15 – 2:45 pm	Library as Place	Crit Stuart Program Director for Research, Teaching, and Learning Association of Research Libraries
2:45 – 3:15 pm	Discussion: Building and space use trends in academic health sciences libraries	Crit Stuart Fellows and mentors
		Judith Robinson Facilitator
3:15 – 3:30 pm	Break	
3:30 – 3:45 pm	Group debrief/highlights of session Setup for AMIA session	
3:45 – 4:45 pm	American Medical Informatics Association	Don E. Detmer President and CEO
	<i>Informatics competencies</i>	
		Michael Homan Facilitator

(continued on next page)

4:45 – 5:15 pm

Group debrief/highlights of day

DeEtta Jones Young

6:30 pm –

Group dinner

Hotel Tabard Inn
1739 N St NW
Room 26

Thursday, September 25

NLM, Bethesda, MD (Medical Center stop, Red Line, Metro), Board of Regents Room

Goal of Day 2: Discuss issues and initiatives of current priority to NLM through meeting with leaders of key offices.

8:30 – 9:30 am	Arrival Setup for day	DeEtta Jones Young Facilitators
9:30 – 11:30 am	Welcome	Sheldon Kotzin Associate Director Library Operations
	Panel: Strategic Planning for Library Operations	Sheldon Kotzin Becky Lyon Deputy Associate Director Library Operations
	<i>Co-Chairs, Workforce for the Future</i>	Joyce Backus Deputy Chief, Public Services Division
		Dianne Babski Head, MEDLARS Management Section
	<i>Co-Chairs, Bibliographic Control</i>	David Gillikin Chief, Bibliographic Services Division
		Diane Boehr Head, Cataloging Section
	<i>Co-Chairs, Collection, Preservation and Access to Information</i>	Dianne McCutcheon Chief, Technical Services Division
		Martha Fishel Chief, Public Services Division
		Carolyn Lipscomb Facilitator
11:30 am – 12:30 pm	Lunch (on own in cafeteria)	

12:45 – 1:30 pm	NCBI <i>Research initiatives</i> <i>Public access issues</i>	David Lipman Director, National Center for Biotechnology Information
1:45 – 2:30 pm	Lister Hill Center <i>Research initiatives</i>	Michael Ackerman Director, Office of High Performance Computing and Communications Lister Hill National Center for Biomedical Communications
		Nancy Roderer Facilitator (12:45–2:30 sessions)
2:30 – 2:45 pm	Break	
2:45 – 4:00 pm	Emergency Preparedness <i>NN/LM plan</i> <i>Impact on regional and local plans</i>	Dan Wilson Project Coordinator NN/LM National Emergency Preparedness Plan Associate Director for Collection Management & Access Services University of Virginia
	<i>GoLocal</i>	Joyce Backus
	<i>LO COOP and EAI project</i>	Becky Lyon
	<i>Bethesda Medical Libraries</i> <i>Emergency Preparedness Partnership</i> <i>Disaster Information Specialist Pilot</i>	Cindy Love Technical Information Specialist, Specialized Information Services
		Colleen Cuddy Facilitator
4:00 – 5:00 pm	Overview of NLM policy and planning priorities Conversation with group	Betsy Humphreys Deputy Director
	Group dinner	Roderer home

Friday, September 26

ARL, 21 Dupont Circle, NW, Suite 800

Goal of Day 3: Discuss information issues and programs and implications for academic health sciences libraries, including:

*Developments in how advocacy organizations are addressing scholarly communication;
Connections with the university library, medical center, and other information agencies;
Examples of innovative programs at NIH library;
Impact of AAHSL.*

Review year and transitions.

8:30 – 9:30 am	Continental breakfast Group debrief/highlights of NLM sessions Setup for Scholarly Communications session Mini-break	DeEtta Jones Young
9:30 – 11:30 am	Panel: Scholarly Communications	Karla Hahn Director, Office of Scholarly Communications, ARL
		Heather Joseph Director, SPARC
	AAHSL initiatives	Michael Homan
		Pat Thibodeau Facilitator
11:30 – 11:45 am	Group debrief/highlights of session Setup for afternoon sessions	
11:45 am – 1:15 pm	Lunch and discussion <i>How the academic health sciences library relates to other key information agencies in its institution Missions and culture</i>	Fellows and mentors Linda Watson
		Judy Consales Facilitator
1:30 – 2:30 pm	NIH Library <i>Informationist program Evidence-based practice</i>	Suzanne Grefsheim Director, Research Library National Institutes of Health
		Michael Homan Facilitator

2:30 – 3:30 pm	Break Issues for members and role of AAHSL	Linda Watson President, AAHSL
	Group debrief/highlights of day and connections to AAHSL	
3:30 – 5:00 pm	Open Forum: Post-program transition	DeEtta Jones Young Fellows
	Evaluation of year Wrap-up	DeEtta Jones Young
6:30 – 8:00 pm	Reception and graduation ceremony <i>Jurys Washington Hotel Westbury Room 1500 New Hampshire Ave. NW</i>	Judy Consales Carol Jenkins DeEtta Jones Young Colleen Cuddy Judith Robinson Linda Watson Betsy Humphreys

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**NLM/AAHSL Leadership Fellows Program
2007-2008**

Reception and Graduation Ceremony

**Jurys Washington Hotel
Westbury Room
1500 New Hampshire Ave. NW**

**Friday, September 26, 2008
6:30 – 8:00 pm**

PROGRAM

Welcome and Program Background

Judy Consales

Carol Jenkins

Co-Chairs,
AAHSL Future
Leadership Committee

Overview of Program and Year

DeEtta Jones Young

Principal
DeEtta Jones and Associates, LLC

What It's Meant to Be a Fellow

Colleen Cuddy

Associate Curator/Deputy Director
Ehrman Medical Library
School of Medicine
New York University

What It's Meant to Be a Mentor

Judith Robinson

Associate Dean for Library and
Learning Resources
Director, Educational Technology
Edward E. Bricknell Medical
Sciences Library
Eastern Virginia Medical School

**Recognition of Fellows and Mentors
Presentation of Certificates**

Linda Watson

President, Association of
Academic Health Sciences
Libraries

Betsy Humphreys

Deputy Director
National Library of Medicine

Reception

Appendix H

Colleen Cuddy Remarks

It was nearly one year ago that I sat in this very room—I was nervous and full of anticipation—I was about to start my fellowship. AAHSL was all a bit mysterious to me at the time—I knew what the acronym stood for and of course I was all too familiar with the annual statistics process, but what happened when a group of Health Science library directors got together remained a mystery to me. It was a little unnerving, everyone seemed to know who I was, but I found myself struggling to remember names and institutions of everyone I met. That would come in time--meanwhile everyone was so friendly and welcoming that I began to feel at home and as I listened to Lisa Boyd speak about her fellowship experience it reconfirmed that something wonderful was in store for me.

During the course of the fellowship I hoped to learn more about libraries using team based management, learn about facilities and marketing library services and to get another perspective on what is like to work in a different medical institution. But I had some other reasons as well that were not fully expressed—I was hoping to build a network of peers with my fellows so that I would have a group of people to grow with in the profession, I wanted to learn about different leadership styles and see them in practice, I was hoping to gain confidence negotiating institutional politics, and I wanted to learn more about how directors achieve the seemingly impossible work life balance. Lastly, I was looking to self validate—to discover whether I was really cut out to be a director—this was my career goal but I wanted to see if it was realistic.

I knew a bit about the program as my own director, Karen Brewer, was the mentor of past fellow Theresa Knott. Karen was very supportive of my participation and gave me some idea of what to expect. The fellowship surpassed my expectations, it was a truly wonderful experience. The opportunity to attend AAHSL and AAMC and network with directors was eye opening and gave me a good “big picture” perspective on the issues facing library directors. The learning modules and onsite training and capstone activities provided me with a wonderful learning opportunity and framed the larger learning opportunity of working with my mentor. The mock interviews and frank discussions with the mentors and fellows helped me tremendously in my current position.

The mentor/fellow relationship was a crucial component of the fellowship. I had never met my mentor, Judith Robinson of Eastern Virginia Medical School but soon found her to be an intelligent, well-respected director with a real warmth for people, a love for the library profession and a terrific sense of humor. I had two fruitful site visits that offered a no holds barred look into the life of a director of a medical library. I met with the counterparts of Deans, Administrators from my institution and of course got to spend lots of time with her staff to hear from them how she was doing as director. As wonderful as the site visits equally important were our biweekly phone calls. This was a time to touch base and talk about issues that were important in the moment. I had been promoted to Deputy Director at the start of the fellowship and was still negotiating my role and these conversations were helpful and morale building. I like to think that in some small way I was also a sounding board for Judith. Judith and I discussed my career goals and her

career path and she showed me that a directorship is not the end of the road in leadership for during the course of my fellowship she was promoted to Associate Dean of the Library and Director of Educational Technology. I formed a real bond with Judith and I know that she will be there for me as I chart my own future in leadership.

Finally and not to be overlooked is the group of fellows that were my counterparts this past year. As I looked over the names I recognized some, but did not personally know any of the fellows. That changed very quickly. We all had different backgrounds but sharing the same goal of becoming leaders and facing many of the same challenges united us quickly. We learned from each other as we shared our work experience and our fellowship experience. My counterparts were supportive and inspirational – during the course of the fellowship Heidi was promoted to Library Director, Mary began a PhD program and Jonquil and Neville took on difficult challenges at their institutions. I look forward to this cohort continuing to inspire and assist me in the future.

So now that I am almost out of time you are probably wondering when I will actually tell you what it has meant to be a fellow. It is difficult to sum up so close to the end of the fellowship and time will probably bring a better perspective. It was truly one of the most rewarding experiences I have had— I feel that I have grown so much as person and as a leader. I have more confidence and self acceptance. I've lost that sense of isolation that I once felt as I discovered that we are all facing similar challenges and opportunities that we can work together to help each other. This broader view has encouraged me to become a contributing member of the HSL community. My fellow fellows, have shared

similar feelings and experiences with me. Overall, it was a learning opportunity that would have been impossible to achieve on my own—I feel like I've condensed years of experience into one short year. As this year ends I feel well prepared to face leadership challenges and take on a new role in the profession. To be frank this fellowship really came just in time, I had been pondering switching careers to an academic library and was in fact considering taking a position in leadership at once such library last fall. This fellowship exposed me to the opportunities that can await me in HSL and I look forward to continuing my career in this environment. As this fellowships draws to a close I realize that I have taken so much from this community and that it is time to give back to contribute to the HSL community in a more meaningful way and for myself to transition to the role of mentor. Time will tell if I am successful.

Thank you to AAHSL and NLM for supporting this program. And, many thanks to the large cast of characters, Carolyn, DeEtta, Carol and Judy, the mentors and the fellows who made this happen.

AAHSL/NLM Leadership Fellows Graduation – September 26, 2008 - Judith Robinson

What did being a mentor mean to me? I have been a director at the same institution for 13 years. Serving as a mentor has allowed me to look at my library with fresh eyes, Colleen's eyes.

The Leadership Fellows Program mentors the mentors in order to ensure the richest possible experience for the fellows. As a first time mentor I benefited from the experience and insights of experienced mentors. I can assure you that I will always remember the support I received.

According to The Uncommon Individual Foundation, an organization devoted to mentoring research, "A mentor is a brain to pick, an ear to listen, and a push in the right direction". The foundation reports that mentoring is the third most powerful relationship for influencing human behavior, after marriage and the extended family.

If you are a mentor in the Leadership Fellows Program it means that you are sincerely interested in someone else's growth. It means that you are highly committed to helping your fellow develop their leadership skills through the formal and informal opportunities offered by the program. As mentors, we want the fellows to find success and gratification in their work and to explore the possibilities of their future.

If you are a mentor it means that you are following in the footsteps of the mentors and fellows that came before you and that you are the beneficiary of their earlier efforts.

It means that because of the alchemy of Carolyn Lipscomb and DeEtta Jones Young and the support from the AAHSL Leadership and NLM, you can concentrate on your fellows.

It means that you have a chance to give back to the profession and to honor, through actions, those who mentored you.

It means you get back at least as much as you give.

And finally,

To be a mentor it means you must communicate hope and optimism. In [Mentors: They Simply Believe](#), Thomas Lasley argues that the crucial characteristic of good mentors is the ability to communicate their belief that a person is capable of transcending any challenges and of accomplishing great things in their future.

Heidi, Jonquil, Mary, Neville, and Colleen, we have spent a year with you and have no doubt that you can accomplish great things as our future leaders.