

NLM/AAHSL LEADERSHIP FELLOWS PROGRAM

2019 / 2020

INFORMATION AND
APPLICATION
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<https://www.aaahsl.org/leadershipfellowsprogram>

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OVERVIEW

Announcing: The 2019-2020 Leadership Program of the National Library of Medicine (NLM) & the Association of Academic Health Sciences Libraries (AAHSL)

Recognizing the critical importance of preparing the next generation of academic health sciences libraries directors to become visionary leaders within a rapidly changing environment, NLM and AAHSL have jointly established their Leadership Fellows Program. This highly selective program pairs aspiring directors (fellows) with established and successful director mentors who act as leadership guides throughout the one-year program. During their time together fellows will gain firsthand and unfiltered exposure to leadership through site visits to their mentors' institutions, candid conversations with their mentors, facilitated discussions among their cohort on various topics, and an intensive multi-day leadership institute.

The Leadership Fellows Program recognizes and values the importance of diversity and inclusion in enriching and supporting the mission of academic health sciences libraries, and actively seeks applications from individuals with varying identities and backgrounds.

Funding from NLM and AAHSL provides financial support for fellows' travel and other expenses related to the program. The only commitment from the fellow's library director is to support the release time to participate fully in all program elements.

The AAHSL Leadership Fellows Program was an incredible opportunity to see what successful leadership of Health Sciences Libraries looks like in practice. It gave me a deeper appreciation of the range of challenges leaders in our field face, and the creative ways they find to improvise and respond.

I also came away with a new group of colleagues and friends that I know I can always reach out to for personal advice. I highly recommend this program for aspiring leaders.

Stephen Kiyoi, Fellow 2016-2017
Library Director
Zuckerberg San Francisco General
UCSF Library

Learning Objectives and Outcomes

Fellows participating in the Leadership Fellows Program will:

- Explore leadership through a variety of lenses and program components.
- Gain valuable insight on leading across organizational, institutional, and geographic boundaries.
- Consider concepts in leadership theory and develop practical skills for implementing change at organizational and professional levels.
- Develop a clear understanding of the contemporary role of academic health sciences library directors.

- Exercise and hone their strategic thinking skills.
- Discuss self-awareness and its impact on leadership confidence.
- Practice interview skills for director level positions.
- Gather career guidance and form a cohort of successful library leaders
- Establish a network of colleagues to draw upon throughout their careers.
- Understand the importance of diversity, equity and inclusivity not only as it applies to leadership development, but also to the benefit of the profession, institution, and community.
- Be recognized as an emerging leader with a competitive standing when pursuing director positions.

BACKGROUND

In 2000, the leadership of the Association of Academic Health Sciences Libraries (AAHSL) realized there was a looming shortage of well-trained, qualified, and forward-thinking emerging leaders ready to become the next generation of academic health sciences library (AHSL) directors. To address this situation and to ensure the vitality and influence of AHSL's far into the future, AAHSL undertook its Future Leadership Initiative. The Leadership Fellows Program, co-sponsored by the National Library of Medicine and AAHSL, was the result, and it remains a highly visible and high priority program within AAHSL to this day.

AAHSL continuously evaluates and updates the program to reflect ongoing environment changes with AHSLs and new leadership ideas. In surveys, fellows cite program benefits such as enhanced leadership skills and credibility as a director candidate, building confidence, and gaining a cohort of peers who share career aspirations. Mentors gain from the program as well, noting that besides contributing to the career development of fellows, they saw personal and institutional benefits from participation, through the opportunity to reflect on their own leadership and to learn from their fellow and the rest of the cohort.

Eighty-seven (87) fellows and 68 different mentors have participated in the program to date. Forty-four (44) fellows (54% of prior graduates) have received permanent director appointments.

PROGRAM STRUCTURE & DESIGN

The NLM/AAHSL Leadership Fellows Program balances leadership development training with personal interaction and practical experience. The program combines a group curriculum with individually-based events designed to build a "community of learners" who will engage in in-person exchanges, distance learning, and hands-on site visits. In addition to a one-year fellow/mentor relationship, there are three in-person leadership events and an opportunity for attendance at the Association of American Medical Colleges (AAMC) Annual meeting, as well as the AAHSL annual meeting.

My time as an NLM/AAHSL fellows was a wonderful and professionally fulfilling challenge, ultimately providing me with the tools and knowledge I needed to move forward into leadership roles with higher levels of responsibility. The program provided a supportive environment in which the participants could step back from day to day tasks and focus on the bigger picture questions that library directors frequently face. The one on one relationship with a mentor provided a unique situation to learn from an experienced director their real-life strategies to promote and lead an AHSL.

Linda Van Keuren, fellow 2017/2018
Assistant, Dean
Access and Resource Management
Georgetown University

Fellows and mentors participate in six components over a one-year timeframe, with each step building upon the previous learning experience:

- Orientation
- Ongoing mentoring relationship
- Multi-day immersive Leadership Institute
- One-week site-visit to the mentor's library
- Monthly webinars and online discussions
- Multi-day Capstone event

The program is specifically designed to capitalize on the knowledge, wisdom, and training of mentors and program faculty by offering experiences for the fellows to observe, interact, role-play, discuss, and absorb a wide variety of topics. In the end, this approach leads to rich and long-lasting relationships between mentors and fellows, and ultimately, through shared experiences, a strong tie to the mentors and fellows in prior program cohorts.

As the program matures, there is increasing opportunity for participants to be a part of a group of identified leaders and to meet informally with other classes.

LEADERSHIP DEVELOPMENT COMPONENTS

Orientation

The Orientation, held in conjunction with the AAHSL and AAMC Annual Meetings, is the first opportunity for fellows, mentors, and faculty to meet in person, get to know each other, and develop initial learning plans for the year. The Orientation includes a program overview and explores intentional leadership and creating a personal vision. Program faculty administer leadership instruments that assist in identifying strengths and preferences, guide each fellow through the development of a leadership profile, and form a basis for the work the fellow does individually and with the mentor. The program also supports an introduction to the AAMC Annual Meeting, to encourage exposure to issues and to members of the academic medicine community.

The NLM/AAHSL Leadership Fellows Program was an invaluable and timely experience for me as a recently appointed Interim Director. It provided me with multiple opportunities to meet other directors and leaders with a wide range of experience and expertise and from a variety of disciplines. As a new director, I must give credit to my mentor, in particular, but also everyone involved with the program for their practical advice and philosophical wisdom.

Philip Walker, Fellow 2017-2018
Currently Director,
Vanderbilt University,
Eskind Biomedical Library

Leadership Institute

This multi-day immersive event scheduled in the late spring more deeply delves into leadership topics affecting academic health sciences libraries and the larger professional community, as well as individual career issues. Program faculty discuss case studies and facilitate interactive exercises including a mock interview for a director's position. Fellows, mentors and faculty participate in informal discussions about the recruiting process, considering the organization fit, negotiating a salary and other demands, and starting a new position. This in-person mid-point event helps to bond the cohort, introduces additional leadership topics, further develops leadership skills, and ensures that the program is addressing the needs of participants.

Mentor Relationship and Site Visit

The relationship for fellows with their mentors is the thread that ties the program pieces together. Fellows are paired with mentors based on the fellow's expressed professional development and the mentor's fields of interest and areas of expertise, as well as characteristics of the mentor's institution.

Fellow and mentor pairs will establish mutual expectations for their newly developed working relationship. They are expected to communicate on a regular and frequent basis to discuss topics of their choosing, such as challenges faced by the fellow and issues in their home libraries and the profession, as well as progress on learning goals. During this time, fellows and mentors will build relationships and support fellows as they consider their next career decisions.

The individual site visit to the mentor's home library fulfills the program's goal of exposing fellows to diverse leadership styles and organizational developments of which future leaders will need to be aware. The site visit gives fellows first-hand experience under the tutelage of highly committed and knowledgeable mentors representing the leaders of the academic health sciences library community. The design of the site visit will ensure a meaningful and instructive experience—it will be coordinated to meet mentor and fellow expectations.

Virtual Learning Community

A Virtual Learning Community will be created to encourage online exchange of information about program components and the discussion of issues and ideas that surface during the program. Prior to the orientation, the fellows and mentors will be connected electronically to maintain interaction of the cohort. They will be involved in developing and facilitating the monthly virtual sessions on topics of importance to academic health sciences library leadership and that comprise the online curriculum. The online curriculum has included these topics: Versatile Leadership; Situational Leadership; Strategic Resource Allocation; Effective Presentations; Development Work; and Organizational Structure.

Capstone

The Capstone is the culminating event, bringing together program participants, faculty, and national leaders in the library and academic health professions to discuss key issues. This intensive multi-day curriculum will focus on environmental forces helping to shape academic health sciences libraries. It will tie to concepts raised throughout the year and recognize participants' completion of the program. The Capstone will not only reinforce the cohort of fellows and mentors but will also serve as a powerful networking opportunity with other leaders. Organizations represented in prior capstone programs include the National Library of Medicine, Association of American Medical Colleges, Association of Research Libraries, AMIA, and other health professional and information organizations.

CURRICULUM TIMELINE

An important part of the program is the interaction and shared learning among all the fellows and mentors that occurs during the various activities over the year. While some unexpected conflicts may occur, the program expects full participation in all major events

Proposed program schedule on next page...

As a two-time mentor, I have learned enormously from the questions my fellow asks, and from looking at my own institution with a fresh eye.

Additionally, it's been a wonderful networking opportunity. And of course, it feels wonderful to share my own areas of experience as well as that of my staff and my institution.

Barbara Cavanaugh, Mentor
2013-14, 2017-2018, Currently
director STEM Libraries,
University of Pennsylvania

PROGRAM SCHEDULE

June 22, 2019	Completed application packets due
August 2019	Successful candidates notified Participation confirmation due Notification letters sent to all applicants
Nov. 6-9, 2019 Phoenix, AZ	Orientation - held in conjunction with the AAHSL and AAMC Annual Meetings Nov. 6, 2019 4-5 p.m. Mentor Orientation 6-8 p.m. Introductions/Networking dinner for Fellows and Mentors Nov. 7, 2019 - Leadership Program Orientation Nov. 8, 2019 - AAHSL Annual Meeting, Matheson Lecture, Education Program, Evening Reception Nov. 9, 2019 - AAMC Annual Meeting
December 31, 2019	Learning Plans Due Fellows/Mentors finalize site visit schedules
January – August 2020	Facilitated monthly webinars and discussions
January – March 2020	Site visits Deadline for site visits is March 31, 2020
Spring 2020 (TBA) Location TBD	Leadership Institute – 3 day Immersive Program held in in a central location Prior evening dinner, Introduction/Overview Immersive Leadership Institute (3 day)
Autumn 2020 (Dates TBA) Washington DC	Capstone and Graduation – 2-day program Dinner evening before Graduation evening of last day

FELLOWS

Time Commitment

Applicants should carefully review the program schedule before applying and consider delaying the application to another year if they are aware of potential conflicts with the program's major events (Orientation, Leadership Institute, Capstone), or if they will not be able to participate on a regular basis in the monthly online discussions and fellow/mentor communications.

Program and Travel Support

Fellows may use the allotment for travel expenses in accordance with the AAHSL Travel Policy and guidelines provided by the program. The policy and travel expense form will govern reimbursement of expenses:

http://www.aahsl.org/assets/2013/2013_aahsl_travel_policy.pdf

The use of rental cars must be approved in advance by the program director.

Fellows from AAHSL member libraries will be allowed a maximum of \$7,000 each for travel expenses and may be used to attend the following events:

- Attendance at the Orientation, AAHSL annual meeting, and one additional day at AAMC Annual Meeting in November 2019 in Phoenix, AZ. Expenses include meeting registration, air and ground transportation, lodging and meals. Attendance at the AAHSL meeting is free.
- Travel to site visit library. Expenses include air and ground transportation, lodging and meals.
- Travel to the Leadership Institute including air and ground transportation, lodging and meals
- Travel to the Capstone event and graduation in Washington, DC in the Autumn. Expenses include air and ground transportation and up to three days' lodging and meals.

Fellows NOT from AAHSL member institutions will need to pay their own travel expenses (estimated at \$7,000 to 7,500). This includes:

- Travel and meal and other expenses on the days of travel to the Orientation, Leadership Institute, and Capstone event and the week-long site visit to the mentor's institution
- Registration for AAMC meeting

AAHSL does support lodging expenses and meals during the Orientation, Leadership Institute, and Capstone event and provides free registration to the AAHSL annual meeting and educational program.

Information for becoming an [AAHSL member](https://www.aahsl.org/membership) (<https://www.aahsl.org/membership>) is available on the association's Website.

Eligibility Requirements

The NLM/AAHSL Leadership Fellows Program is designed for librarians with prior management experience. In most cases, a minimum of five years of experience that demonstrates a career track in administrative positions is the baseline for candidates to be given consideration. NLM and AAHSL are also committed to building diverse candidate pools and ensuring diversity of participation in the program and library leadership.

The application process is open to anyone, but final candidates for fellows must be from or become an AAHSL member institution for travel support. Candidates not from AAHSL member institutions will need to pay their own program travel expenses (estimated to be \$7,000 - \$7,500). Please visit the AAHSL website for [membership information](https://www.aahsl.org/membership). (<https://www.aahsl.org/membership>)

Each year the program selects a small cohort of fellows (about 5) for the incoming class. In addition to the criteria below, the program is committed to diversity and inclusion and seeks applications from individuals with varying identities and backgrounds

Applicants should have strong interest in pursuing a **directorship in academic health sciences libraries**, regardless of type of library background or current setting. They should also have a demonstrated record of leadership initiative and strong potential for future leadership contributions. A master's in library/information science or comparable graduate degree is required. Applications are welcomed from professionals working in academic health sciences libraries, hospital libraries, or other library or library-related environments. U.S. and Canadian citizens and permanent residents are eligible for the program. Qualified minority candidates are encouraged to apply.

Prospective applicants who do not yet meet these requirements may benefit from taking part in other AAHSL leadership programs (including a short course or scholarships to pursue leadership training opportunities) prior to applying for the fellowship. Information about these options is available [here](#).

The purpose of this program is to generate a pool of new candidates for open AAHSL director positions, as a result, directors of AAHSL member libraries are not eligible to apply for this program. A fellow will no longer be eligible to participate, if the selected fellow accepts a position as director of an AAHSL Library prior to the start of the program.

Application

Candidates for the fellowship are asked to include in their application a statement reflecting why they should be chosen as a candidate, and why they want to be a director of an academic health sciences library. The statement does not need to be lengthy but does need to present a strong case as to why the applicant should be selected. This information will also facilitate the process of matching fellows with mentors and focus individual program design.

Potential fellows submit electronically to AAHSL by **June 22, 2019**. Application submission requires completing an online information sheet available at: <https://aahsl.memberclicks.net/fellows-class-2019-2020-application> and uploading the other required documents or sending them directly to Office@AAHSL.org.

AAHSL will acknowledge receipt of applications and prepare them for review by the AAHSL Future Leadership Committee. Please contact Pat Thibodeau at plthibodeau@gmail.com if an acknowledgement is not received.

Timeline

June 15, 2019	Completed application packets due
August 2019	Invited candidates notified of selection decisions
August 2019	Participation confirmation due

Fellow application packets should include the following. It is preferred, but not mandatory, that components be submitted as one PDF or Word file (or two if the letter of reference and support is submitted at a different time).

1. Online Fellow Information Sheet – the fellows information sheet is an online form that can be found on the AAHSL Website at: <https://aahsl.memberclicks.net/fellows-class-2019-2020-application>.

Applicants will be asked to provide the following: name, current position title, library, institution, mailing address, email, telephone numbers, graduate degrees and years of management experience.

Providing information on race/ethnicity is optional. However, NLM and AAHSL are committed to building diverse candidate pools and ensuring diversity of participation in the program. Over the past ten years over 23% of the fellow applicants have indicated a minority status and 27% of fellows (1 to 2 fellows out of 5) in each class have self-identified as having racially or ethnically diverse background. Therefore, we are asking for demographic information to help us collect data and make appropriate enhancements to our future outreach

efforts. The information will be used for reporting purposes and to monitor the recruitment process.

2. Current CV

3. Statement of Interest (1 page)

Your Statement of Interest should support your application to the program. When developing your statement, consider the following: Why are you interested in the NLM/AAHSL library leaders' program; your career goals (3 to 5); how your background and experience has prepared you for an academic health sciences library director position, as well as other relevant academic or administrative experiences (e.g. leadership initiatives). Also consider the role of the academic health sciences library director now, and in the future; areas of professional development and knowledge that you would like to pursue as a part of the site-visit at your mentor's institution; and an example of how you have furthered diversity and inclusion within the profession or in your workplace.

4. Letter of Reference from library director (or direct supervisor, if reporting relationship is to a person above the library) describing demonstrated leadership ability; potential and level of readiness to be an academic health sciences library director; and how the fellowship program will contribute to applicant's development.

5. Letter of Support from home institution for the following:

- Support (time and other non-financial) for fellow's full participation in all programmatic activities (One-week site visit to mentor's home institution, webinars and discussions, Orientation, multi-day Leadership Institute, and Capstone).
- For candidates from non-AAHSL libraries:
 - Statement that the institution is becoming a member of AAHSL
 - OR, a statement that travel expenses (including meals and incidental expenses) for participation in the Orientation, Leadership Institute, and Capstone, and all expenses (travel, lodging, per diem) for the site visit will be supported

Note: The Letter of Support from the home institution is strongly encouraged but not mandatory for consideration. In the absence of this letter, candidates are asked to supply a written statement they understand, agree to, and can support the financial and time commitments required for participation in all aspects of the program.

The letters mentioned in items #4 and #5 may be combined.

For questions about the application process, or to nominate a candidate for consideration, please contact Pat Thibodeau, Director, AAHSL Future Leadership Program, at plthibodeau@gmail.com or 919-619-6906.

MENTORS

Travel Support

NLM/AAHSL will financially support the following for mentors:

- One day's lodging and meals to attend the Orientation at the AAHSL and AAMC Annual Meetings, usually in November.
- Air and ground transportation, lodging and additional meals to attend the multi-day Leadership Institute in the Spring
- Air and ground transportation and up to three days' lodging and meals to attend the Capstone in the Fall.

Mentors Application

The NLM/AAHSL Leadership Fellows Program seeks academic health sciences library directors to serve as mentors for program fellows. The program accepts a small cohort of fellows, and each fellow is matched with a mentor. Mentors actively participate in the program's success by contributing to the leadership development components.

We select mentors based on their interest in the leadership program and their ability to commit time to the program. The time commitment involves participating in the in-person meetings, communicating regularly with their fellow, hosting a site visit for the fellow, and participating in the online discussions and virtual learning sessions. During in-person activities, mentors participate in all discussions and exercises and share their knowledge and experiences with the fellows.

If selected, the mentor is paired with a fellow based on the fellow's expressed professional development areas and the mentor's fields of interest and areas of expertise, as well as characteristics of the institution.

A mentor should meet the following criteria:

- Five years' experience at director level (exceptions may be made for fewer years)
- Membership in AAHSL
- U.S. or Canadian citizenship or permanent residency
- Interest in and ability to commit time from November to October to the program components outlined in the program schedule (SEE page 6), including mentors' orientation, program Orientation, Leadership Institute, Virtual Learning Community, Capstone, one-week Site Visit and regular communication with fellow.

Potential mentors may contact the Committee Chair Heidi Heilemann (heidi.heilemann@stanford.edu), Incoming Chair Janice Jaguszewski (j-jagu@umn.edu) or Program Director Pat Thibodeau (plthibodeau@gmail.com) with questions about the program or being a mentor.

Preliminary Mentor Application

AASHL directors interested in becoming a mentor should send a preliminary email message to Pat Thibodeau (plthibodeau@gmail.com) by the deadline date below.

The preliminary email should include:

- **A brief statement of your interest** in participating in the NLM/AAHSL Leadership Fellows Program as a mentor, including what you and your institution could offer to a fellow and the group in terms of professional development, your own experience, your unique areas of expertise, and/ or institutional areas of focus.

Please include a brief paragraph about your library/institution:

- The type of institution (private, public, government)
- The reporting structure for the library, i.e. to whom the director reports
- The schools or areas served by the library, including any relationships to hospitals or health systems

- **A current CV.**

The selection committee evaluates the fellow candidates and determines the types of institutions needed for appropriate matches. Input from fellow candidates may also be sought about their preferences for a match. After initial decisions about potential matches for fellows and mentors are made, each selected mentor is asked to confirm commitment to the program.

Timeline

June 22, 2019	Deadline for indication of preliminary interest in being in mentor pool
August 2019	Mentors are asked to confirm participation and are notified of pairing decisions