



OAKLAND UNIVERSITY WILLIAM BEAUMONT

Leadership Education and Development (LEAD) Certificate Program Institution-Sponsored Program (ISP) Model

at the
Oakland University William Beaumont School of Medicine
2020 Cohort

Call for Fellow Applications

Applications must be received no later than 4:00 pm, Friday, October 18, 2019.
Acceptance notifications will be distributed no later than Wednesday, November 6, 2019.

The Leadership Education and Development (LEAD) certificate program is a year-long, cohort-based, nation-wide educational leadership development program administered through the Association of American Medical Colleges (AAMC). An institution-sponsored program (ISP) model of LEAD will be offered at OUWB School of Medicine for the 2020 calendar year (January – December). Up to 16 Fellows will be accepted into LEAD 2020 at OUWB.

Eligibility: All OUWB faculty and administrative professional staff are eligible to apply.

Opportunities and Expectations: The LEAD program fosters practical knowledge drawn from the best recognized theoretical models and best practices of effective leadership that are relevant to medical education organizations and processes. ***Participation is mandatory for all elements of the LEAD program and curriculum.*** Upon successful completion of the LEAD program, graduates will receive an AAMC LEAD Certificate of Recognition.

Below is a brief outline and description of program components and the activities timeline for the OUWB 2020 program. **Please read the LEAD information sheet distributed with this application packet to learn more details.** For any questions that arise, please contact Ann Voorheis-Sargent (voorheissargent@oakland.edu).

Fellow Orientation Session – delivered virtually

- Tuesday, November 12, 2019, 3:00 – 4:00 pm

In-person workshops – Each is four hours and consist of active learning activities (*flipped classroom* format). All four workshops will be held at OUWB School of Medicine location at Oakland University.

- Tuesday, January 28, 2020, 1:00 pm – 5:00 pm: Module 1 - *Leading through Strategic Vision and Setting Direction*
- Wednesday, January 29, 2020, 8:00 am – 12:00 pm: Module 2: *Leading by Developing Others*
- Wednesday, April 15, 2020, 1:00 – 5:00 pm: Module 3: *Leading by Managing Effectively*
- Thursday, April 16, 2020, 8:00 am – 12:00 pm: Module 4: *Leading by Developing the Organization*

Fellow Presentations and Graduation Program – Tuesday, January 26, 2021, 3:00 – 5:30 pm (tentative)

Virtual Learning Intersessions – Engagement as a professional learning community through four, one-hour virtual sessions (tele/video conference), employing application of LEAD content to real-life scenarios and supplemental learning. All four sessions will be on Tuesdays from 3:00 – 4:00 pm for the following 2020 dates: March 3, June 2, July 30 (back-up date only), September 1, and October 6.

Leadership Coaching Sessions: With support from the LEAD Faculty Consultant, each Fellow will identify a Local Coach at OUWB with whom to participate in the workshops and in monthly, one-hour coaching sessions.

Individualized Applied Leadership Focus activity: During the first half of the LEAD program, each Fellow will develop a personalized area of leadership focus to apply LEAD learning within a real-life educational setting. Each Fellow will then implement the activity during the second half of the program, with support from the LEAD Local Coach and Faculty Consultant. Fellows will present brief summaries of their ALF experiences at the graduation recognition program.

LEAD Certificate Program

Institution-Sponsored Program (ISP) model

Background

The LEAD Certificate Program was first developed in 2009 as a two-year, cohort-based, educational leadership development certificate program, and implemented in the AAMC Southern Group on Educational Affairs.¹ The program continued to experience growth and increased alignment with the AAMC from 2009-2017. In 2017, the program officially transitioned to the AAMC.

The LEAD Certificate Program is now a formal part of the AAMC's leadership development offerings. The program is delivered as a one-year, cohort-based, national (vs. regional) leadership development certificate program. It will be implemented by the AAMC, with advisory and faculty support from the AAMC's Medical Education community.

In 2015, an institution-sponsored program (ISP) model of LEAD was developed. The curriculum and program design, and the expectations for Fellows are the same. The difference in the ISP model is that an institution applies to the AAMC to sponsor the LEAD program locally and the cohort is comprised of Fellows and Coaches at the sponsoring institution. LEAD Fellows and Coaches are both required to participate in all four module workshops. One LEAD Faculty Consultant is assigned to the ISP cohort for teaching, facilitating learning, and overseeing the program. In the ISP, some flexibility is afforded for assembling the cohort and scheduling in-person workshops and virtual learning activities. Given the recent transition of LEAD to the AAMC, the ISP model has occurred, to date, on a limited basis.

Overview

The LEAD Certificate Program develops educational leaders in medical education through evidence-based, collaborative learning, and reflective practice.

The program is targeted for early to mid-career faculty who are aspiring to or are already in leadership roles in medical education. Professional staff in leadership roles who are working in medical education can also be considered as a Fellow in a LEAD ISP cohort. In the ISP model, a minimum of 10 and a maximum of 16 Fellows, and the same number of Local Coaches (i.e., 10-16) participate in this unique 12-month certificate program experience.

The program provides:

- Theory and evidence-based learning for interested professionals to develop and strengthen their educational leadership
- A professional learning community for aspiring and emerging leaders to learn from, and with each other
- Learning and reflective practice for enhancing one's leadership style and practices
- Facilitation of entry and progressive advancement into meaningful leadership roles

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Components

Participants successfully completing the following activities will receive an AAMC-issued **Certificate of Recognition**:

1. Virtual **orientation session**
2. Four in-person, active learning (*flipped*) **workshops (4 hours each)**, each targeting one of the four LEAD curriculum domains
3. Pre- and post-workshop **self-directed learning activities**
4. **Coaching** via an assigned national **LEAD Faculty Consultant** and a **LEAD Local Coach**
5. Real-life application through the development and implementation of an individual **Applied Leadership Focus (ALF)**
6. Presentation of ALF work at the conclusion of the year-long program and recognition through receipt of a **LEAD certificate** during a local LEAD Graduation event.

Curriculum

The LEAD curriculum is grounded in contemporary conceptions of *transformational* leadership. Included are the following four domains:

1. Strategic vision and setting direction
2. Developing people
3. Developing organizations
4. Managing effectively

Topics

Module 1: Leading through Strategic Vision and Setting Direction

- Alignment of Personal and Organizational Priorities
- What is Effective Educational Leadership?
- Your Leadership Theory
- Core Values, Professional Passions, Core Purposes, and Mission Statement
- Envisioning your Leadership Future
- Personal Strategic Action Planning

Module 2: Leading by Developing Others

- Mentoring
- Role Modeling, Advocating, Advising, and Coaching
- Case Studies

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Module 3: Leading by Managing Effectively

- Leadership and Management: Same, Different, Related?
- Characteristics of Manager and Leader Roles
- Types of Power/Circles of Power
- Empowerment and Engagement
- Emotional Intelligence

Module 4: Leading by Developing the Organization

- Process of Change and Responses to Change
- Individual and Organizational Change Models
- Planning/Managing Change
- The Organizational Context for Change

How LEAD Works

In the LEAD ISP model, there is one institution-based cohort per year. An institution can apply/renew for each year that a LEAD ISP cohort is desired. The local institution participant application or selection process is determined through mutual collaboration between the sponsoring institutional leaders and the assigned LEAD Faculty Consultant to assure quality and rigor and to meet the specific institutional needs.

LEAD is multi-faceted program that includes the following learning experiences:

Workshops

In the LEAD ISP, each of the four in-person workshops are scheduled to maximize participation and effectiveness and are held at local venue identified by the sponsoring institution. The institution provides all necessary support for implementing the LEAD program locally. In each workshop, LEAD Fellows and Coaches work together to complete a variety of hands-on, applied learning activities with guidance from the LEAD Faculty Consultant.

Coaching

Each Fellow and Coach engage with each other, on average, monthly to discuss application of LEAD concepts, deepen learning, apply LEAD learning to their own institutional context, expand one's leadership network, and to effectively develop and implement an individualized ALF activity within one's work setting. At the beginning of the program, participants complete coaching agreements and a leadership development action plan with their coaches that they use as a guide throughout the year-long program.

Independent Learning and Reflective Practice

Participants complete readiness learning activities (pre-work) to use in the workshop application activities. Following each workshop, participants also complete refinement learning activities to reinforce, apply, and build upon prior learning – especially within their own work settings.

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Tomorrow's Doctors, Tomorrow's Cures®

Application (ALF)

With guidance from the LEAD Faculty Consultant and a LEAD Local Coach, participants apply learning to a real-life situation in their own education work and work settings through a personalized *Applied Leadership Focus* (ALF) activity. The ALF is developed during the first half and implemented during the second half of the LEAD program. The ALF is a professional development activity, not a scholarly project. Participants present a brief summary of their ALF work at the end of the year-long program.

Goals

Upon successful completion of the program, participants will have enhanced their abilities to:

- Apply relevant theoretical frameworks to guide their ongoing leadership development and effective actions in various situations;
- Differentiate administration, management, and leadership, and explain the contribution of each to performing as an effective educational leader;
- Demonstrate leadership behaviors that include effective communication, supervision, strategic planning, and organizational development (e.g., creating a shared vision, developing people and capacity, facilitating effective change);
- Use reflective practice and feedback to develop and continuously refine their personal leadership style and effectiveness; and
- Develop supportive relationships with others to facilitate one's leadership career aspirations.

Program Testimonials

"In the midst of a busy professional life, it is easy to run from task to task or project to project without really understanding why we do what we do or how it will help us achieve our dreams or advance our organizations. The LEAD program's curriculum ... allowed me to dig deep and really examine what motivates me and how I can best lead others to success. During my LEAD fellowship—and thanks in part to the soul-searching, introspective work and interactive discussions that make up the program—I was able to advance my career in a thoroughly unexpected, exciting way. I have a feeling I have only begun to appreciate all the ways this program will change my life." **Neda Frayha, MD, FACP**, *Assistant professor University of Maryland School of Medicine*

"I realized I was in need of mentoring in educational leadership. With Austin's distance from the main campuses, there were not a lot of opportunities for that ... With LEAD I got that mentoring and I could bring home what I learned." **John Luk, MD**, *Assistant Dean for Interprofessional Integration, Department of Medical Education University of Texas at Austin Dell Medical School*

"I was molding myself after people at my institution, but I learned there are many different leadership styles, and you need to align yourself with the style that works for you. You can't lead with someone else's style." **Paula Wales, EdD**, *Executive Associate Dean for Academic and Student Affairs and Professor, Medical Education Nova Southeastern University College of Allopathic Medicine*

¹The LEAD certificate program was created by Sheila Chauvin, PhD, MEd and Britta Thompson, PhD, MS

EXAMPLE Letter of Support from your Department Chair/Direct Supervisor

[Date]

LEAD at OUWB Application Review Group
c/o Ann Voorheis-Sargent

Dear OUWB LEAD Application Reviewers:

I am writing in full support of [applicant's name] as a candidate for the Leadership Education and Development (LEAD) Certificate Program. [Applicant's name] has shown promise as an up-and-coming medical education leader who will benefit from participation in the LEAD program, both in terms of professional development as an educational leader and to advance in current and potential leadership roles and contributions. [\[The supervisor might consider including a few specific examples of current observations of leadership and potential for advancing as a medical education leader. \]](#)

I recognize that the LEAD program has been developed as an intensive professional development program, with opportunities for [applicant's name] to apply LEAD learning to our own institution. I support 0.05% FTE for [applicant's name] to fully engage and successfully complete the LEAD program requirements, such as participating in the four in-person workshops, four virtual learning sessions, and designing and implementing a personalized Applied Leadership Focus activity for applying LEAD content in a real-life medical education context and professional reflection. I know that [applicant's name] will also select a LEAD Local Coach to work with to enhance knowledge and understanding of how leadership occurs and is witnessed in the real-life settings of our own institution. Engagement with this Local Coach will be grounded in co-participation in the in-person workshops and through monthly coaching sessions.

I have discussed this LEAD opportunity with [applicant's name] and look forward to the enhanced leadership knowledge and abilities that result from participating as a LEAD Fellow.

Sincerely,

[Signature of Chair/Supervisor]