

Academic leaders are often promoted into roles based on their academic expertise with little, if any, leadership development. NEAL is specifically designed to fill that gap.

GOALS

To foster a productive, visionary and collaborative academic leader in the Academic Health Science System.

Participants will become members of a community of leaders who have the mindsets and capabilities to successfully run their division, research, education or other academic unit and help their faculty be successful. Specifically, they will be competent in the four practices of academic leadership: intrapersonal, interpersonal, organizational and system.

DEADLINES

application deadline for 2nd cohort to be announced

* Deposit required at time of application.
See website for details.

For further details on the program curriculum, faculty, application process and fees, please visit our website at:

www.cfd.med.utoronto.ca/programs/leadership.html

CENTRE FOR FACULTY DEVELOPMENT

A partnership between

St. Michael's
Inspired Care.
Inspiring Science.



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TORONTO

This program is accredited through the Office of Continuing Education and Professional Development, Faculty of Medicine, University of Toronto



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TORONTO



**New and
Emerging
Academic
Leaders
Program**

CENTRE FOR
FACULTY
DEVELOPMENT

Outcomes of this program

Participants will be able to:

1. Apply specific reflective and self-management strategies to enhance their leadership style and agility
2. Describe effective academic leadership practices and capabilities
3. Define academic success and pathways for achievement
4. Apply effective tools for interpersonal communication, engagement, negotiation and mediation with faculty members, other academic colleagues and system stakeholders
5. Utilize Integrative Thinking™* and complexity informed techniques for solving problems unique to an academic setting
6. Describe methods and systems for enabling change in their academic units
7. Utilize economic management tools for financial decision-making
8. Design performance management strategies for supporting faculty and academic unit success
9. Develop their visioning and strategy skills for their academic unit
10. Identify and navigate the various university and health care system roles and relationships

Who is this program for?

We invite applications from individuals (nationally and internationally) with faculty appointments in Faculties of Medicine or Health Sciences who have academic leadership roles and/or responsibilities. Such leaders, with or without formal institutional roles, are engaged in the academic mission of research, education or program development. Their roles or responsibilities could include, but are not restricted to: vice-deans; chairs, vice-chairs, and chiefs of academic departments; research program or institute leads; or university unit heads such as: clerkship, residency, graduate program, clinical education, work placement, curriculum or centre leaders. Enacting leadership is essential to the program and there is a leadership project requirement that participants will need to fulfill.

Unique features of the program

- focus on university leadership activities or roles within the academic health science network
- workplace-based learning
- application of learning to an academic leadership project
- participants working on context relevant stretch goals and shared issues
- individual coaching
- leadership shadowing
- enabling change in complex academic health science settings
- building collaborative and distributed leadership capacity
- the development of a network of academic leaders
- completion of the program will result in a University of Toronto certificate of added qualification

Format and Duration

3 x 4 day modules over the course of one year with coaching and web-based distance learning in between

Dates for 2nd Cohort

SEPTEMBER 29 - OCTOBER 2, 2014

JANUARY 19 - 22, 2015

MAY 11 - 14, 2015

Participants must be able to commit to attend all three modules

** Based on work developed at the Rotman School of Management*

MODULE OBJECTIVES – PARTICIPANTS WILL BE ABLE TO:

Module 1 : Getting started

1. Apply a variety of reflective and Integrative Thinking™ strategies to academic issues
2. Discuss effective academic leadership practices and capabilities
3. Reflect on their strengths and blind-spots in academic relationships
4. Define and promote academic success for their context
5. Design high performing academic groups and systems
6. Discuss how health care and the university function as a complex and interconnected system
7. Apply frameworks and tools for enabling academic change and innovation

Module 2 : Building capacity and momentum

1. Develop awareness of their academic leadership style and organizational alignment
2. Practice approaches to dealing with conflict and challenging conversations that occur in academia
3. Discuss strategies for motivating and influencing others over whom you have little formal authority
4. Apply models of negotiation and conflict mediation to academic issues
5. Describe strategies to enable generative and emergent change in academic units
6. Apply Integrative Thinking™ tools to complex academic issues
7. Identify and appreciate the various cultures in academia and their influence

Module 3 : Creating resilience and adaptability

1. Develop vision and strategy skills for their academic unit
2. Apply economic principles to academic finance management
3. Design an adaptable and resilient academic unit
4. Discuss approaches to managing and supporting faculty and academic unit success
5. Describe the leaders role in facilitating the transitions that accompany academic innovation and change
6. Practice compelling communication techniques
7. Map the academic health care environment
8. Apply a strengths based and resilient approach to their leadership and ongoing development

