Leadership Development Academy II

PROGRAM SYLLABUS

TTUHSC EL PASO

Texas Tech University Health Sciences Center El Paso

OFFICE OF FACULTY DEVELOPMENT

LEADERSHIP DEVELOPMENT ACADEMY
(LDA) II

The LDA is an eight-month development program created for the next generation of TTUHSC El Paso academic leaders and has been developed with educational program directors, department chairs, assistant and associate deans, and managers in mind. The program is designed and managed by the Office of Faculty Development.

The goal of the LDA is to improve individual leadership skills through self-discovery, group discussions, and collaborative networking. The program's innovative online courses, teleconferences, and face-to-face sessions, panel discussions, and workshops are designed to improve individual management and strategic planning skills, strengthen leadership performance across the university, enhance understanding of institutional culture and teamwork, improve university finance analysis, and establish a pipeline for succession planning. Its topics are most relevant to our institution's mission, vision, values, and strategic goals.
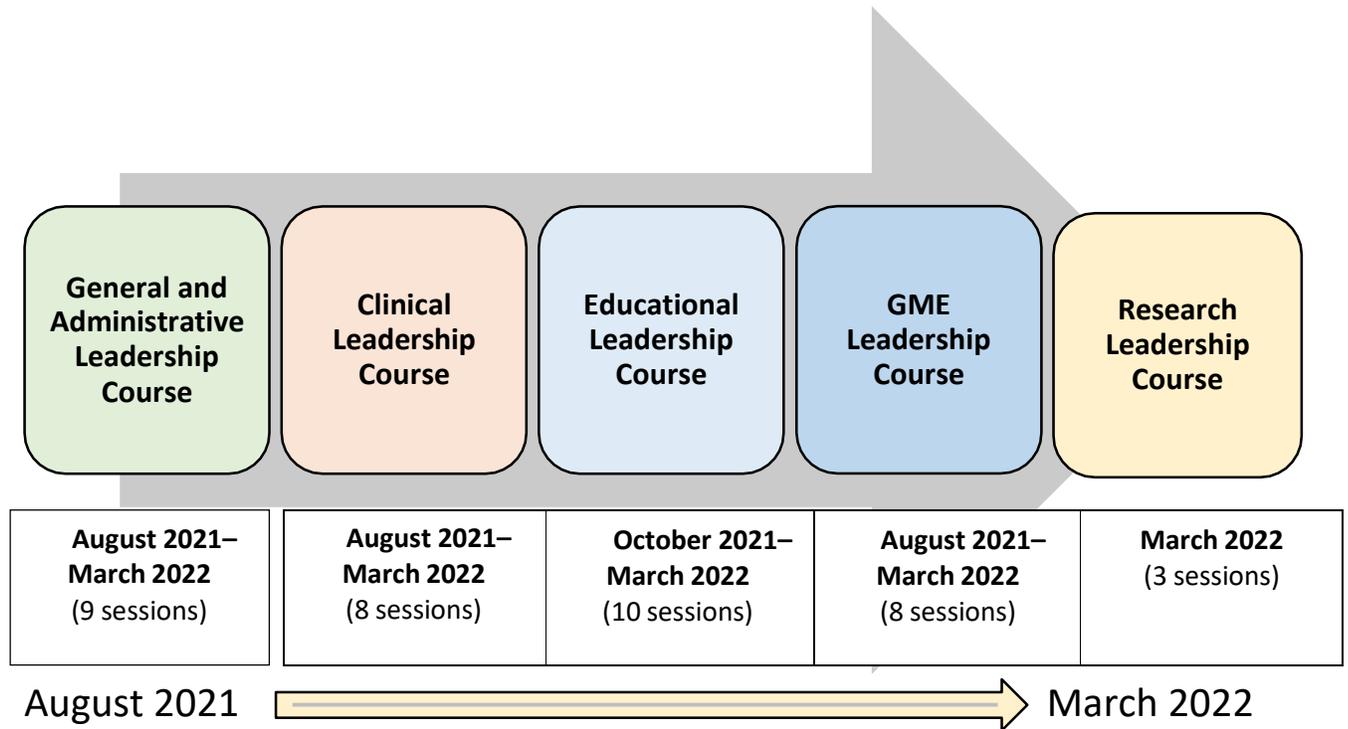
The LDA will begin in August 2021 and will end in March 2022. Throughout and following the LDA, participants will be provided with access to eLearning material in *Canvas* (online modules, educational videos, book chapters, journal articles, tools, checklists, forum discussions, etc.), designed to reinforce their leadership skills and connect their individual development to the needs of the institution.

LDA participants will receive a graduation certificate when they complete the LDA and fulfill requirements such as attendance of the synchronous sessions and completion of the online modules to achieve 25 credits and/or CME/CNE hours, and completion of the assigned projects.

LDA II
38 SYNCHRONOUS SESSIONS
Weekly Teleconferences, Panel Discussions and Workshops
(Wednesday and Friday noon – 1 p.m.)

General and Administrative Leadership Course	Clinical Leadership Course	Educational Leadership Course	GME Leadership Course	Research Leadership Course
August 2021– March 2022 (9 sessions)	August 2021– March 2022 (8 sessions)	October 2021– March 2022 (10 sessions)	August 2021– March 2022 (8 sessions)	March 2022 (3 sessions)

August 2021 ⟶ March 2022

ASYNCHRONOUS COURSES/MODULES IN CANVAS
(22 CME/CNE credits)

Leadership Skills Course (7 CME/CNE credits) Conflict

Resolution and Negotiation (5 CME/CNE credits)

Succeeding and Advancing as Faculty (10 CME/CNE credits)

Asynchronous Online Courses/Modules
(22 CME/CNE credits)

Leadership Skills Course (7.0 CME/CNE Credits)		
Module/Session Title	**Author**	**Credit**
Defining Leadership • What is Leadership? • Leadership Styles	Blake Busey, D.O. Oliana Alikaj-Fierro, Ph.D., M.B.A. Christiane Herber-Valdez, Ed.D.	0.5 CME/CNE 0.5 CME/CNE
Accomplishing Leadership • Understanding Leadership in Academic Institutions	Oliana Alikaj-Fierro, Ph.D. M.B.A. Sanja Kupesic-Plavsic, M.D., Ph.D**.**	1.0 CME/CNE
• Faculty Satisfaction and Institutional Vitality	Christiane Herber-Valdez, Ed.D. Oliana Alikaj-Fierro, Ph.D., M.B.A. Zuber Mulla, Ph.D., CPH	1.5 CME/CNE
• Know How to Recruit and Retain Top Talent	Sanja Kupesic-Plavsic, M.D., Ph.D**.**	0.5 CME/CNE
• Responsible Stewardship	Sanja Kupesic-Plavsic, M.D., Ph.D**. ;** A. Peter Catinella, M.D., M.P.H.	0.5 CME/CNE
• Teamwork and Relationship Building	A. Peter Catinella, M.D., M.P.H.	1.0 CME/CNE
• Running Successful Meetings and Writing Effective Minutes	A. Peter Catinella, M.D., M.P.H.	0.5 CME/CNE
• Strategic Planning	Oliana Alikaj-Fierro, Ph.D., M.B.A.	0.5 CME/CNE
• The Basics of Building a Budget	Amy Sanchez, M.B.A., CPA	0.5 CME/CNE

Succeeding and Advancing as Faculty (10.0 CME/CNE credits)		
Module/Session Title	**Author**	**Credit**
Faculty Career Stages • Onboarding and Negotiating • Faculty Career Stages • Retirement Planning	Sanja Kupesic-Plavsic, M.D., Ph.D. Sanja Kupesic-Plavsic, M.D., Ph.D. Sanja Kupesic-Plavsic, M.D., Ph.D.	0.5 CME/CNE 1.0 CME/CNE 1.5 CME/CNE
Time Management Skills	Sanja Kupesic-Plavsic, M.D., Ph.D.	2.0 CME/CNE
Art of Mentoring • Mentoring Relationships: Do We Really Need Them? • Models and Types of Mentoring • Mentoring Up • TTUHSC El Paso Mentoring Programs	Anna Eiring, Ph.D. Sanja Kupesic-Plavsic, M.D., Ph.D. Sanja Kupesic-Plavsic, M.D., Ph.D. Sanja Kupesic-Plavsic, M.D., Ph.D.	1.0 CME/CNE 1.0 CME/CNE
Turning Clinical Work and Education Into Scholarship	Sanja Kupesic-Plavsic, M.D., Ph.D.	1.5 CME/CNE
Guides to Writing a CV, Resume, and Personal Statement • Preparing Your CV and Networking • Preparing Your NIH Biosketch • Preparing Your Personal Statement	Zuber D. Mulla, Ph.D., C.P.H. Anna Eiring, Ph.D. Zuber D. Mulla, Ph.D., C.P.H. Sanja Kupesic-Plavsic, M.D., Ph.D.	0.5 CME/CNE 0.5 CME/CNE 0.5 CME/CNE

Conflict Resolution and Negotiation Course (5.0 CME/CNE Credits)		
Module/Session Title	**Author**	**Credit**
Communication Skills • Effective Communication • Communication Skills in Patient Encounters • Active Listening	Sanja Kupesic-Plavsic, M.D., Ph.D.	1.0 CME/CNE
Difficult Conversations • Tools for Effectively Engaging in a Difficult Conversation • Preparing to Engage in a Difficult Conversation	Sanja Kupesic-Plavsic, M.D., Ph.D.	1.0 CME/CNE
Disruptive Behavior • Disruptive Behavior: Institutional Strategies • Tools for Responding to Disruptive Behavior • Dealing With Disruptive Students	Sanja Kupesic-Plavsic, M.D., Ph.D.	1.5 CME/CNE
Conflict Management Skills: Case Studies	Sanja Kupesic-Plavsic, M.D., Ph.D.	1.5 CME/CNE

Weekly Synchronous Sessions (August 2021 – March 2022)
38 CME/CNE credits

- LDA II area directors choose the most relevant topics, speakers and panelists for synchronous sessions.
- Speakers, moderators and panelists will discuss a step-by-step process, tips, case studies and links to the institutional resources and policies that explain how our organization can effectively share its own best leadership practices internally.
- Teleconferences, face-to-face sessions, panel discussions and workshops take place every Wednesday or Friday, from noon to 1 p.m. (38 synchronous sessions; 38 CME/CNE credits).

Course Title	TELECONFERENCES (Date/Time/Title/Presenters)

General and Administrative Leadership Course
Directors: Christiane Herber-Valdez, Ed.D.; Oliana Alikaj-Fierro Ph.D., M.B.A.

Wednesday, 08/04/2021 (noon to 1 P.M.): Program Overview Housekeeping and Networking (Sanja Kupesic Plavsic, M.D., Ph.D.)

Wednesday, 08/11/2021 (noon to 1 P.M.): Values-Based Culture (Oliana Alikaj-Fierro Ph.D., M.B.A.; Christiane Herber-Valdez, Ed.D.; Andrew Conkovich, M.B.A., CHC)

Wednesday, 08/18/2021 (noon to 1 P.M.): Strategic Planning (Oliana Alikaj-Fierro, Ph.D., M.B.A.; Christiane Herber-Valdez, Ed.D.; Richard Brower, M.D.)

Wednesday, 9/1/2021 (noon to 1 P.M.): Basics of Building a Budget (Oliana Alikaj-Fierro Ph.D., M.B.A.; Jessica Fisher, Vincent Lantican)

Wednesday, 09/08/2021 (noon to 1 P.M.): Accreditation/Quality Enhancement Plan (Christiane Herber-Valdez, Ed.D;. Oliana Alikaj-Fierro, Ph.D., M.B.A.)

Wednesday, 9/15/2021 (noon to 1 P.M.): Diversity and Inclusion/Hispanic-Serving Institution (Christiane Herber-Valdez, Ed.D.; Oliana Alikaj-Fierro Ph.D.; Rajkumar Lakshmanaswamy, Ph.D.; Irene Alexandraki, M.D., M.P.H.; Wendy Woodall, D.D.S.; Blake Busey, D.O.; Robin Dankovich, Ed.D.; Mayra Morales, M.B.A.)

Friday, 9/17/2021 (noon to 1 P.M.): Community Outreach/Engagement (Christiane Herber-Valdez, Ed.D.; Oliana Alikaj-Fierro Ph.D.; Jose Manuel de la Rosa, M.D.; Maureen Francis, M.D.; Lee Rosenthal, Ph.D., M.P.H.; Stephanie Woods, Ph.D., R.N.; Daniel Camacho, M.B.A.

Friday, 02/25/2022 (noon to 1 P.M.): Global Health Program (Jose Manuel de la Rosa, M.D.; Glenn Fennelly, M.D., M.P.H.; Raji Rajani, M.D.; Hoi Ho, M.D.; Irene Sarosiek, M.D.; Carmen Prieto, M.D., M.P.H., Mayra Morales, M.B.A.; John P. Lawrence, M.D.)

Friday, 03/25/2022 (noon to 1 P.M.): Stewardship and Branding (Oliana Alikaj-Fierro Ph.D., M.B.A.; Veronique Masterson, M.P.S.)

Course Title	TELECONFERENCES (Date/Time/Title/Presenters)

Clinical Leadership Course
Director: A. Peter Catinella, M.D., M.P.H.

Friday, 08/27/2021 (noon to 1 P.M.): Effective Governance (A. Peter Catinella, M.D., M.P.H.; Debabrata Mukherjee, M.D.; Alan Tyroch, M.D.)

Friday, 09/24/2021 (noon to 1 P.M.): Leadership Among Peers, Part I (A. Peter Catinella, M.D., M.P.H.; Salvador Cruz-Flores, M.D.; Peter Thompson, M.D.)

Wednesday, 10/20/2021 (noon to 1 P.M.): Leadership Among Peers, Part II (A. Peter Catinella, M.D., M.P.H.; Edward Michelson, M.D.; Sireesha Reddy, M.D.)

Wednesday, 11/10/2021 (noon to 1 P.M.): Decision-Making (A. Peter Catinella, M.D., M.P.H.; Thomas Dykes, M.D.; Rajiv Rajani, M.D.)

Friday, 01/07/2022 (noon to 1 P.M.): Organizational Change (A. Peter Catinella, M.D., M.P.H.; Glenn Fennelly, M.D., M.P.H.; Attilio Orazi, M.D.)

Friday, 02/04/2022 (noon to 1 P.M.): Quality, Part I (A. Peter Catinella, M.D., M.P.H.; Debabrata Mukherjee, M.D.; Salvador Cruz-Flores, M.D.)

Wednesday, 02/16/2022 (noon to 1 P.M.): Quality, Part II (A. Peter Catinella, M.D., M.P.H.; Thomas Dykes, M.D.; Glenn Fennelly, M.D., M.P.H.)

Wednesday, 03/09/2022 (noon to 1 P.M.): Planning (A. Peter Catinella, M.D., M.P.H.; Sireesha Reddy, M.D.; Peter Thompson, M.D.)

Course Title	TELECONFERENCES (Date/Time/Title/Presenters)

Educational Leadership Course

Directors: Irene Alexandraki, M.D., M.P.H.
Maureen Francis, M.D.
Tanis Hogg, Ph.D.

Wednesday, 10/06/2021 (noon to 1 P.M.): Educational Theory/Pedagogy (Maureen Francis, M.D.)

Wednesday, 10/13/2021 (noon to 1 P.M.): Backward Design in Curriculum Development: Beginning With the End in Mind (Tanis Hogg, Dr.rer.nat.)

Wednesday, 11/03/2021 (noon to 1 P.M.): Enhancement of Teaching Skills (Maureen Francis, M.D.)

Wednesday, 12/01/2021 (noon to 1 P.M.): Is Your Curriculum Out of Alignment: How to Know, and What to Do (Tanis Hogg, Dr.rer.nat.)

Wednesday, 12/08/2021 (noon to 1 P.M.): Teaching When Time is Limited (Irene Alexandraki, M.D., M.P.H.)

Wednesday, 12/15/2021 (noon to 1 P.M.): Making It Stick: The Science of Successful Learning (Tanis Hogg, Dr.rer.nat.)

Wednesday, 01/12/2022 (noon to 1 P.M.): Assessment Strategies (For Learning and of Learning) Maureen Francis, M.D.)

Wednesday, 01/19/2022 (noon to 1 P.M.): Life-Work Balance and TTUHSC El Paso Wellness Program (Tara Bautista, Ph.D.)

Wednesday, 02/09/2022 (noon to 1 P.M.): The Future of Medical Education (Maureen Francis, M.D.)

Friday, 03/18/2022 (noon to 1 P.M.): Mentoring and Advising (Sanja Kupesic-Plavsic, M.D., Ph.D.; Zuber D. Mulla, Ph.D., CPH; Silvina Tonarelli Maud, M.D.; Irene Sarosiek, M.D.; Sitratullah O. Maiyegun, M.D.)

Course Title	TELECONFERENCES (Date/Time/Title/Presenters)

GME Leadership Course
Director: Armando Meza, M.D.

Wednesday, 8/25/2021 (noon to 1 P.M.): GME Leadership Overview (Armando Meza, M.D.)

Wednesday, 09/29/2021 (noon to 1 P.M.): Essential concepts of ACGME (Armando Meza, M.D.)

Wednesday, 10/27/2021 (noon to 1 P.M.): Discovering Your Personal Leadership Strengths and Weaknesses (Armando Meza, M.D.)

Wednesday, 11/17/2021 (noon to 1 P.M.): Conflict and Power Dynamics in Hierarchical Organizations (Armando Meza, M.D.)

Friday, 11/12/2021 (noon to 1 P.M.): Finding Satisfaction in an Academic Career (Sudhagar Thangarasu, M.D., FACP; Irene Sarosiek, M.D., FACG; Cynthia N. Perry, Ph.D.; Silvina Tonarelli Maud, M.D.)

Wednesday, 01/26/2022 (noon to 1 P.M.): Strategies To Implement Change in GME (Armando Meza, M.D.)

Wednesday, 02/23/2022 (noon to 1 P.M.): Financial Concepts in GME (Armando Meza, M.D.)

Wednesday, 03/23/2022 (noon to 1 P.M.): Strategies for Well-Being in GME Programs (Armando Meza, M.D.)

Course Title	TELECONFERENCES (Date/Time/Title/Presenters)

Research Leadership Course
Director: Zuber D. Mulla, Ph.D., CPH

Wednesday, 3/2/2022 (noon to 1 P.M.): Research Leadership (Zuber D. Mulla, Ph.D., CPH; Deborah Clegg, Ph.D.; Attilio Orazi, M.D.; Laxman Gangwani, Ph.D.)

Wednesday, 3/16/2022 (noon to 1 P.M.): Clinical Research Leadership (Zuber D. Mulla, Ph.D., CPH; Richard McCallum, M.D.; Edward Michelson, M.D.; Sireesha Y. Reddy, M.D., M.S.)

Wednesday, 3/30/2022 (noon to 1 P.M.): Educational Programs for the Development of Research Skills (Zuber D. Mulla, Ph.D., CPH; Rajkumar Lakshmanaswamy, Ph.D.)

Knowledge Application Project

Completion of a project proposal in one of the leadership areas:
- LDA participants will engage in school/department/office/discipline-specific activities as they pertain to decision-making and problem-solving, under the area of General-Administrative/Clinical/Educational/GME/ Research Leadership Program Directors.

Project examples:
- Present your department/office/school strategic plan.
- Present your department/office/school budget in the context of its goals and strategy.
  - Assess the previous budget cycle's activity and evaluate the outcomes from the last year.
  - Be knowledgeable of your budget cycle (e.g., differentiate short-term from long-term projects).
  - Know how to involve your team in budget planning, and know how to negotiate.