

Leadership Development Academy III Program



Texas Tech Health
EL PASO
Faculty Development

Leadership Development Academy (LDA) III

The LDA is an eight-month development program created for the next generation of TTUHSC El Paso academic leaders. It 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 LDA aims to improve individual leadership skills through self-discovery, group discussions, and collaborative networking. The program's innovative online courses, synchronous 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 on August 30, 2023, and end in May 2024. 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, and forum discussions) 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 attending the synchronous sessions, completing the online modules to achieve a minimum of 20 credits and/or CME/NCPD hours, and completing the assigned projects. The LDA Knowledge Application Project (KAP) contribution is due by April 1, 2024. Feedback will be provided by May 1, 2024.

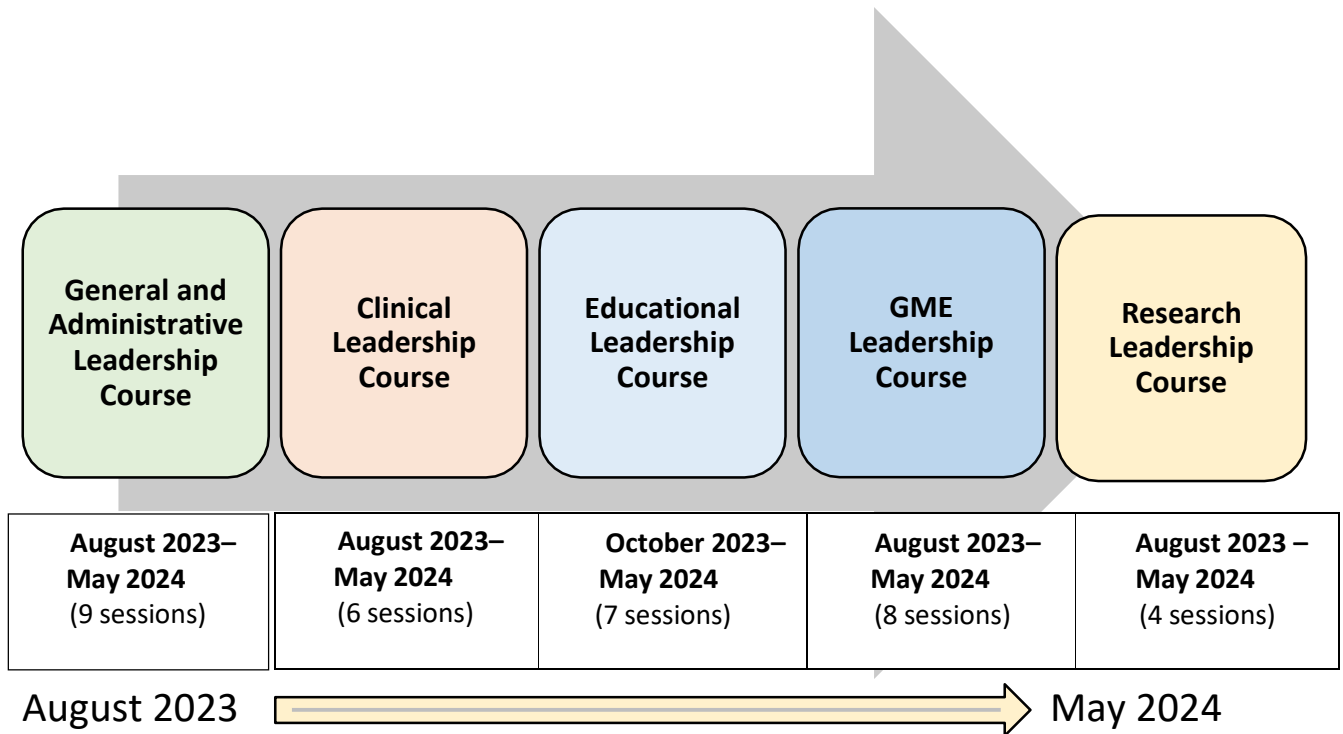
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Leadership Development Academy (LDA) III Sessions

34 SYNCHRONOUS SESSIONS

Weekly Synchronous Sessions, Panel Discussions, and Workshops
(Wednesdays, Noon – 1 P.M.)



ASYNCHRONOUS COURSES / MODULES IN CANVAS (22.5 CME)

Leadership Skills Course (7 CME credits)

Conflict Resolution and Negotiation (5.5 CME credits)

Succeeding and Advancing as Faculty (10 CME credits)

Leadership Development Academy (LDA) III

Program Director

Zuber D. Mulla, Ph.D., CPH

Interim Associate Dean for Faculty Development
Professor, Department of Obstetrics and Gynecology
Foster School of Medicine
Texas Tech Health El Paso
El Paso, Texas

General and Administrative Leadership Course Directors

Oliana Alikaj-Fierro, Ph.D., M.B.A.

Senior Managing Director, Office of Institutional Research and Effectiveness
Foster School of Medicine
Texas Tech Health El Paso
El Paso, Texas

Christiane Herber-Valdez, Ed.D.

Assistant Vice President for Academic Affairs
Foster School of Medicine
Texas Tech Health El Paso
El Paso, Texas

Clinical Leadership Course Director

A. Peter Catinella, M.D., M.P.H.

Associate Professor and Chair,
Department of Family Medicine – Transmountain
Foster School of Medicine
Texas Tech Health El Paso
El Paso, Texas

Educational Leadership Course Director

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Professor, Department of Medical Education
Clinical Professor, Department of Medicine
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GME Leadership Course Director

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Research Leadership Course Director

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Leadership Development Academy (LDA) III Faculty

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Vice Chair for Research

Director, Cancer Prevention and Control

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Office of Academic Affairs
Texas Tech Health El Paso
El Paso, Texas

Wendy Woodall, D.D.S., MAGD

Vice President for Academic Affairs
Professor and Associate Academic Dean
Hunt School of Dental Medicine
Texas Tech Health Center El Paso
El Paso, Texas

Canvas - Asynchronous Online Courses/Modules (22.5 CME credits)

Leadership Skills Course (7.0 CME Credits)		
Module/Session Title	Author	Credit
Defining Leadership <ul style="list-style-type: none"> • 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 0.5 CME
Accomplishing Leadership <ul style="list-style-type: none"> • Understanding Leadership in Academic Institutions • Faculty Satisfaction and Institutional Vitality • Know How to Recruit and Retain Top Talent • Responsible Stewardship • Teamwork and Relationship Building • Running Successful Meetings and Writing Effective Minutes • Strategic Planning • The Basics of Building a Budget 	Oliana Alikaj-Fierro, Ph.D. M.B.A. Sanja Kupesic-Plavsic, M.D., Ph.D. Christiane Herber-Valdez, Ed.D. Oliana Alikaj-Fierro, Ph.D., M.B.A. Zuber Mulla, Ph.D., CPH Sanja Kupesic-Plavsic, M.D., Ph.D. Sanja Kupesic-Plavsic, M.D., Ph.D. ; A. Peter Catinella, M.D., M.P.H. A. Peter Catinella, M.D., M.P.H. A. Peter Catinella, M.D., M.P.H. Oliana Alikaj-Fierro, Ph.D., M.B.A. Amy Sanchez, M.B.A., CPA	1.0 CME 1.5 CME 0.5 CME 0.5 CME 1.0 CME 0.5 CME 0.5 CME 0.5 CME

**Succeeding and Advancing as Faculty
(10.0 CME credits)**

Module/Session Title	Author	Credit
Faculty Career Stages <ul style="list-style-type: none"> • 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 1.0 CME 1.5 CME
Time Management Skills	Sanja Kupesic-Plavsic, M.D., Ph.D.	2.0 CME
Art of Mentoring <ul style="list-style-type: none"> • Mentoring Relationships: Do We Really Need Them? • Models and Types of Mentoring • Mentoring Up • TTUHSC El Paso Mentoring Programs 	Anna M. 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 1.0 CME
Turning Clinical Work and Education Into Scholarship	Sanja Kupesic-Plavsic, M.D., Ph.D.	1.5 CME
Guides to Writing a CV, Resume, and Personal Statement <ul style="list-style-type: none"> • 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 0.5 CME 0.5 CME

**Conflict Resolution and Negotiation Course
(5.5 CME Credits)**

Module/Session Title	Author	Credit
Communication Skills <ul style="list-style-type: none"> • Effective Communication • Communication Skills in Patient Encounters • Active Listening 	Sanja Kupesic-Plavsic, M.D., Ph.D.	1.0 CME
Difficult Conversations <ul style="list-style-type: none"> • 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
Disruptive Behavior <ul style="list-style-type: none"> • Disruptive Behavior: Institutional Strategies • Tools for Responding to Disruptive Behavior • Dealing With Disruptive Students 	Sanja Kupesic-Plavsic, M.D., Ph.D.	1.5 CME
Conflict Management Skills: Case Studies	Sanja Kupesic-Plavsic, M.D., Ph.D.	1.5 CME
Gaslighting in the Health Sciences <ul style="list-style-type: none"> • Define gaslighting. • Identify the three stages of gaslighting. • List the three steps of gaslighting. 	Zuber D. Mulla, Ph.D.	0.5 CME

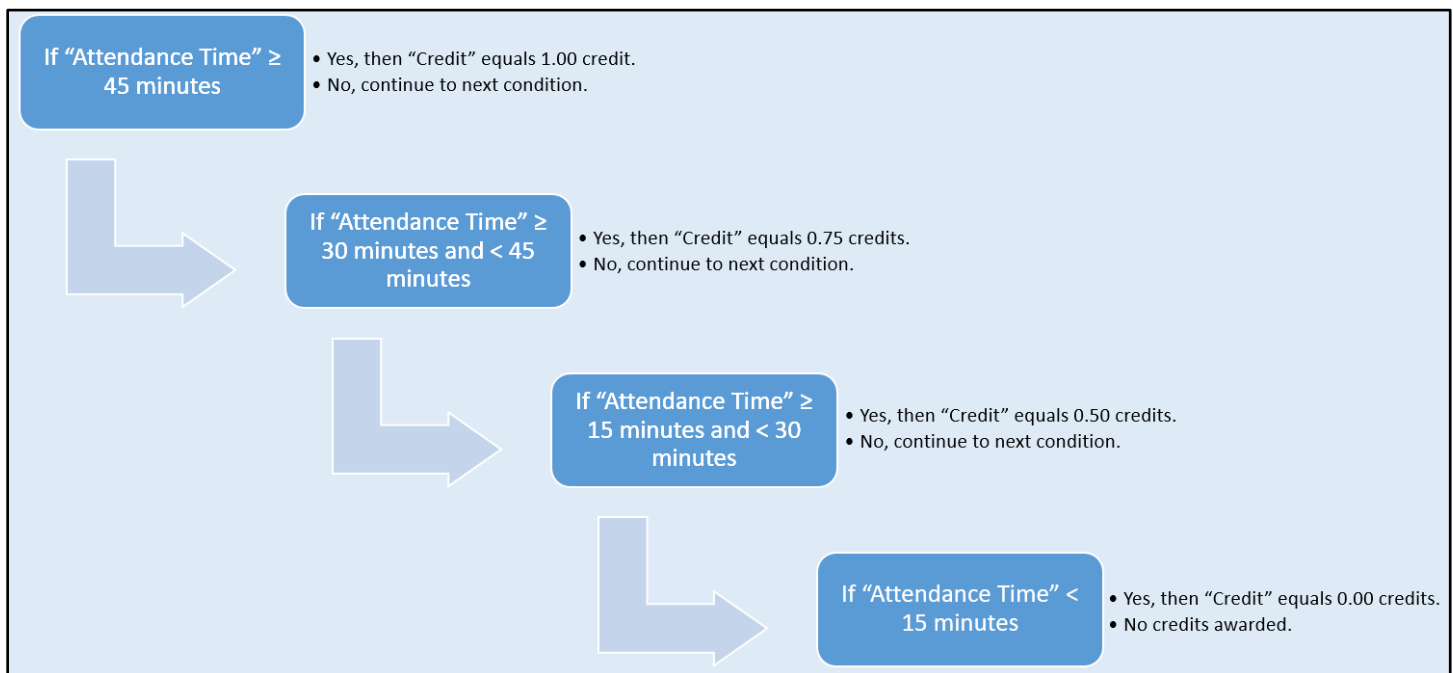
Weekly Synchronous Sessions (August 2023 – May 2024)

34 CME/NCPD credits

- LDA III 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 best leadership practices internally.
- Synchronous sessions, panel discussions, and workshops occur every Wednesday and some Thursdays from noon to 1:00 P.M. (34 synchronous sessions; 34 CME/NCPD credits).

OFD Synchronous Webex Session Credit Earning Diagram

The Office of Faculty Development follows the conditions listed below to award credit for attendance to the synchronous Webex sessions. These credits count towards the IFDP and LDA credit graduation requirements.



- **Example 1:** If you log in for 17 minutes, it's not greater or equal to (\geq) 45 minutes, so it continues to the next condition. It's not greater or equal to (\geq) 30, and it is less than ($<$) 45 minutes, so it continues to the next condition. Finally, it is greater or equal to (\geq) 15 minutes and is less than 30 minutes, so the condition returns 0.50 credits.
- **Example 2:** If you log in for 10 minutes, it's less than 15 minutes, so the condition returns zero (0.00) credits.

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- **Note 1:** This synchronous Webex session credit distribution only applies to the Office of Faculty Development. The Office of Continuing Medical Education follows its own rules for earning Continuing Medical Education (CME) and Nursing Continuing Professional Development (NCPD) credit. For example, being present at least 75% of the time in a synchronous session.
 - **Note 2:** If you don't log in or attend a synchronous Webex session, you will automatically receive zero (0.00) credits.

LDA Knowledge Application Project (KAP)

Each LDA participant is expected to submit a KAP proposal. The proposal will describe a project that can be classified in one or more of the following five leadership areas: General and Administrative Leadership, Clinical Leadership, Educational Leadership, Graduate Medical Education Leadership, or Research Leadership. The purpose of the KAP is to allow LDA participants the opportunity to demonstrate the application of leadership knowledge and skills presented in the synchronous sessions and/or asynchronous Canvas courses. The KAP will focus on an activity, program, or offering in the participant's school, department, office, or discipline. Participants must **choose one** of the two options provided below to meet this requirement.

This contribution is due by **April 15, 2024 (extended)**. Feedback will be provided by **May 15, 2024**.

KAP Option 1: Strategic Plan

Option 1 requires LDA participants to create a dynamic document that outlines their present situation, future plans, and the steps they will take to achieve their goals. Participants will find detailed instructions, a rubric, and a template by following the hyperlinks below. Please pay close attention to the instructions highlighted since they contain specific information on the requirements. Examples of an acceptable KAP include a strategic plan for a department or office.

Strategic Plan KAP Requirement:

- The Strategic Plan is comprised of ten sections. Participants must complete up to section six (Sections 1 to 6). The remaining sections (Sections 7 to 10) are optional.
- Section 4, Strategic Goals and Objectives: Participants must submit a minimum of three goals and two objectives per goal.

Hyperlinks to instructions, rubric, and the project template:

- [Strategic Plan Instructions \(and Rubric\) – Click Here](#)
- [Strategic Plan Template – Click Here](#)

Submission:

- Participants must submit their project and any accompanying material via Canvas.
 - [Canvas Submission – Click Here](#)
- Please upload one or more project files to this assignment. Ensure that your file(s) name follows this format: "SelectedOption_ProjectType_ProjectTitle_ParticipantName." File name format examples:
 - 1_StrategicPlan_MyProject_JohnSmith.docx
 - 1_AttachmentA_MyProject_JohnSmith.docx
 - 1_AttachmentB_MyProject_JohnSmith.xlsx
- If you cannot access Canvas or the documents, please get in touch with us as soon as possible at ElPasoFacultyDevelopment@ttuhsc.edu.

KAP Option 2: Project Development Plan

Option 2 requires LDA participants to create a comprehensive document outlining their project's objectives, scope, team members, timeline, budget, etc. The project development plan provides a roadmap that guides the direction of the participants' project and tracks progress and changes. Participants will find detailed instructions, a rubric, and a template by following the hyperlinks below. Please pay close attention to the instructions highlighted since they contain specific information on the requirements. Examples of acceptable KAPs would be a development plan for a research study or the creation of a course, rotation, or fellowship. This is not a comprehensive list.

Project Development Plan KAP Requirement:

- The Project Development Plan comprises thirteen sections, but participants must complete up to and including section seven (Sections 1 to 7). The remaining sections (Sections 8 to 13 in the template) are optional.
- Section 4, Goals and Objectives: Participants must submit a minimum of three goals and two objectives per goal.

Hyperlinks to instructions, rubric, and the project template:

- [Project Development Instructions \(and Rubric\) – Click Here](#)
- [Project Development Template – Click Here](#)

Submission:

- Participants must submit their project and any accompanying material via Canvas.
 - [Canvas Submission – Click Here](#)
- Please upload one or more project files to this assignment. Ensure that your file(s) name follows this format: "SelectedOption_ProjectType_ProjectTitle_ParticipantName." File name format examples:
 - 2_ProjectDevelopmentPlan_MyProject_JohnSmith.docx
 - 2_AttachmentA_MyProject_JohnSmith.docx
 - 2_AttachmentB_MyProject_JohnSmith.xlsx
- If you cannot access Canvas or the documents, please get in touch with us as soon as possible at ElPasoFacultyDevelopment@ttuhsc.edu.

General and Administrative Leadership Course

Directors: Christiane Herber-Valdez, Ed.D.; Oliana Alikaj-Fierro Ph.D., M.B.A.

Wednesday, 08/30/2023 (noon to 1 P.M.): Program Overview Housekeeping and Networking (Zuber D. Mulla, Ph.D., CPH; Oliana Alikaj-Fierro, Ph.D., M.B.A.; Christiane Herber-Valdez, Ed.D.)

Wednesday, 09/6/2023 (noon to 1 P.M.): Overview of the TECH Ready Institutional IPE Initiative (Alyssa Cervantes-Benavides, Ph.D., M.P.A.; Scott B. Crawford, M.D., FACEP, FSSH, CHSOS)

Wednesday, 09/13/2023 (noon to 1 P.M.): Preparing TTUHSC El Paso Students to Advance Health Equity and Health Care Quality Through Spanish Language and Interprofessional Education Training (A Panel Discussion) (Alyssa Cervantes-Benavides, Ph.D., M.P.A.; Scott B. Crawford, M.D., FACEP, FSSH, CHSOS; Christiane Herber-Valdez, Ed.D.; Wendy Woodall, D.D.S., MAGD; Gilberto Garcia, Ph.D., M.Ed., M.A.; Mariela Lane, M.D.; Arely Munoz, B.A.; Judith Navarro, M.A.) **(Hybrid Session: In-person at MSB2 Room 1A103D and via Webex)**

Wednesday, 09/20/2023 (noon to 1 P.M.) Lessons Learned from Regional Accreditation (Christiane Herber-Valdez, Ed.D.; Oliana Alikaj-Fierro Ph.D., M.B.A.)

Wednesday, 09/27/2023 (noon to 1 P.M.): Systems Thinking for Decision-Making (Michele C. Williams, Ed.D., M.S., M.Ed.)

Wednesday, 11/8/2023 (noon to 1 P.M.) Basics of Building a Budget (Christina Delgado, M.Acc.; Vincent Lantican)

Friday, 03/01/2024 (noon to 1 P.M.): Multilevel Strategic Planning at TTUHSC El Paso (Oliana Alikaj-Fierro, Ph.D., M.B.A.; Christiane Herber-Valdez, Ed.D.)

Wednesday, 03/20/2024 (noon to 1 P.M.): Servant Leadership (Andrew Conkovich, M.B.A., CHC)

Clinical Leadership Course

Director: A. Peter Catinella, M.D., M.P.H.

Wednesday, 01/17/2024 (noon to 1 P.M.): Effective Governance (Debabrata Mukherjee, M.D., M.S., FACC, FSVMB, FSCAI, FICA)

Wednesday, 01/31/2024 (noon to 1 P.M.): The Importance of Quality in Healthcare and its Value in Academic Medicine (Alan H. Tyroch, M.D., FACS, FCCM)

Wednesday, 02/21/2024 (noon to 1 P.M.): Making Connections: Emotional Intelligence, Mindfulness, and Leadership (Melanie Olivas Longhurst, Ph.D., M.Ed.)

Wednesday, 03/6/2024 (noon to 1 P.M.): Conflict Resolution (Richard A. Posthuma, J.D., Ph.D.)

Thursday, 04/11/2024 (noon to 1 P.M.): Leadership Among Peers (Salvador Cruz-Flores, M.D., M.P.H., HEC-C)

Wednesday, 05/1/2024 (noon to 1 P.M.): Project Management (Irina Knokh, M.Ed., M.A.)

Educational Leadership Course

Director: Maureen Francis, M.D.

Wednesday, 10/04/2023 (noon to 1 P.M.): Theoretical Approaches to Adult Learning (Valerie Paton, Ph.D.)

Wednesday, 11/1/2023 (noon to 1 P.M.): Assessment Strategies (For Learning and Of Learning) (Priya Harindranathan, Ph.D.)

Wednesday, 12/20/2023 (noon to 1 P.M.): Educational Leadership (Michele C. Williams, Ed.D., M.S., M.Ed.)

Wednesday, 01/10/2024 (noon to 1 P.M.): Backward Design in Curriculum Development: Beginning with the End in Mind (Michele C. Williams, Ed.D., M.S., M.Ed.)

Tuesday, 01/30/2024 (noon to 1 P.M.): Mentoring and Advising (Silvina Tonarelli Maud, M.D.; Sitratullah Maiyegun, M.D., FAAP)

Thursday, 02/15/2024 (noon to 1 P.M.): Bedside Teaching Pearls to Enhance Your Clinical Teaching (Maureen Francis, M.D., M.S.-H.P.Ed., MACP)

Tuesday, 05/28/2024 (noon to 1 P.M.): Life-Work Balance (Tara Bautista, Ph.D.)

GME Leadership Course

Director: Armando Meza, M.D.

Wednesday, 10/25/2023 (noon to 1 P.M.): Emotional Intelligence Application in GME (Armando Meza, M.D.)

Wednesday, 11/15/2023 (noon to 1 P.M.): Essential Concepts of ACGME (Armando Meza, M.D.)

Wednesday, 12/07/2023 (noon to 1 P.M.): GME Accreditation Oversight (Armando Meza, M.D.)

Wednesday, 01/24/2024 (noon to 1 P.M.): Managing People (Armando Meza, M.D.)

Wednesday, 02/28/2024 (noon to 1 P.M.): Research During Residency: a Practical Guide (Armando Meza, M.D.)

Wednesday, 03/27/2024 (noon to 1 P.M.): Strategies To Implement Change in GME (Armando Meza, M.D.)

Thursday, 04/25/2024 (noon to 1 P.M.): The ACGME Leadership Competencies (Armando Meza, M.D.)

Wednesday, 05/22/2024 (noon to 1 P.M.): The Multidimensional Trainee: Case Examples (Armando Meza, M.D.)

Research Leadership

Director: Zuber D. Mulla, Ph.D., CPH

Wednesday, 03/13/2024 (noon to 1 P.M.): Introduction to Distributive and Integrative Negotiations (Rubini Pasupathy, Ph.D., M.B.A., FACHE)

Wednesday, 04/17/2024 (noon to 1 P.M.): Leading a Clinical Research Team (Jennifer Molokwu, M.D., M.P.H.)

Wednesday, 05/08/2024 (noon to 1 P.M.): Leading Your Lab Team (Anna M. Eiring, Ph.D.)

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