

LEADERSHIP DEVELOPMENT ACADEMY (LDA)

The LDA is an eight-month development program created for the next generation of TTUHSC ELP academic leaders and has been developed with department chairs, assistant and associate deans, and managers in mind. The program is an Office of the Provost initiative, 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 monthly sessions are designed to improve individual management and strategic planning skills, strengthen leadership performance across the university, enhance understanding of institutional culture and team-work, improve university finance analysis, and establish a pipeline for succession planning. Its topics are ones that are most relevant to the mission, vision, values, and strategic goals of our institution.

The LDA begins on September 2019 and ends on April 2020. The eight monthly sessions will last three hours each, and you will receive a total of twenty-four continuing medical education (CME) and two ethics hours for your engagement in these sessions (refer to the LDA schedule and objectives, pages 3- 5). To better understand your current roles, goals, and leadership experience, the organizers of the LDA will meet with each participant to learn about your professional and career goals, preferences, and leadership development needs.

Throughout and following the LDA, you will be provided with access to e-learning material (book chapters, journal articles, tools, checklists, etc.) in *Canvas* designed to reinforce your leadership skills and connect your individual development to the needs of the institution.

You will receive a graduation certificate when you complete the LDA and fulfill requirements such as attendance of at least 75% of the sessions (18 of 24 CME hours), and completion of the assigned projects (page 6).

We are looking forward to seeing you in September!

Leadership Development Academy 2019/2020 at-a-Glance

| WORKSHOP 1 | OBJECTIVES | FACILITATORS | DATE & LOCATION TIME |
|--|---|--|---|
| Introduction to LDA Program Institutional Values & Culture Basics of Strategic Planning | <ul style="list-style-type: none"> • Discuss institutional core values and the expected behaviors associated with those values. • Discuss the outcomes of the nationwide faculty satisfaction surveys with academic medicine, nursing, and dentistry workplaces. • Present the basics of organizational strategic planning. Know how to: <ol style="list-style-type: none"> 1. Assess vision, mission, and goals. 2. Define success measures for each goal. 3. Define strategies and priorities. 4. Be knowledgeable of the resource estimates and forecasts. • Discuss the strategic priorities of TTUHSC El Paso, focusing on institutional change and culture adaptation. | Paul Ogden, MD, FACP - <i>Provost/Vice President for Academic Affairs</i> Valerie Paton, PhD - <i>Senior Vice Provost, Office of the Provost/VP Academic Affairs</i> Amy Sanchez, MBA, CPA - <i>Chief of Staff, Office of the President</i> Christiane Herber-Valdez, EdD - <i>Director of OIRE Assistant Professor of Medical Education</i> Oliana Alikaj-Fierro, PhD, MBA – <i>Associate Managing Director of OIRE</i> | Sept. 20, 2019 TECHS Center – 3103 9:00 AM - 12:00 PM |
| | | | CME |
| | | | 3 |
| WORKSHOP 2 | OBJECTIVES | FACILITATORS | DATE & LOCATION TIME |
| Peace Building & Wellness Program | <ul style="list-style-type: none"> • Recognize strategies to avoid the negative impact of disruptive, unprofessional behavior and still place faculty welfare above any self-interest. • Recognize symptoms and contributing factors of burnout, and discuss the best strategies for building resilience and enhancing wellbeing. • Enhance faculty ability to deal with problem-solving and conflict management. • Review the institutional perspective on a commitment to faculty wellness and resilience. • Discuss the structure of the TTUHSC El Paso Professional Liability Division of the Office of General Counsel (William Webster, JD). | Psychiatry Department Fabrizio Delgado-Ramos, MD - <i>Assistant Professor</i> Shiva Mansourkhani, MD - <i>Assistant Professor</i> Melanie Longhurst, PhD, MEd – <i>Assistant Professor</i> Paul Ogden, MD, FACP - <i>Provost/Vice President for Academic Affairs</i> Valerie Paton, PhD - <i>Senior Vice Provost, Office of the Provost/VP Academic Affairs</i> | Oct. 4, 2019 TECHS Center – 3103 9:00 AM – 12:00 PM |
| | | | CME |
| | | | 3 hrs. (2 hrs. ethics) |

| WORKSHOP 3 | OBJECTIVES | FACILITATORS | DATE & LOCATION TIME |
|--|--|---|---|
| <p align="center">Teamwork Makes the Dream Work</p> | <ul style="list-style-type: none"> Define the characteristics of effective teams. Know the stages of team development. Know how to participate in creative communication and consensus-building. Know how to set and communicate experiences. Understand the barriers to teamwork. Illustrate the concept of accountability in a teamwork environment. Know how to address and discuss inappropriate team member behavior. | <p>A. Peter Catinella, MD, MPH - <i>Department Chair for Family Medicine, TM</i> Salvador Cruz-Flores, MD - <i>Chair for the Department of Neurology</i> Paul Ogden, MD, FACP - <i>Provost/Vice President for Academic Affairs</i> Valerie Paton, PhD - <i>Senior Vice Provost, Office of the Provost/VP Academic Affairs</i></p> | <p>Nov. 15, 2019 TECHS Center – 3103 9:00 AM – 12:00 PM</p> |
| | | | <p align="center">CME</p> |
| | | | <p align="center">3</p> |
| WORKSHOP 4 | OBJECTIVES | FACILITATORS | DATE & LOCATION TIME |
| <p align="center">Succeeding & Advancing as a Leader (from 9:00 am to 10:30 am)</p> <p align="center">Strategic Planning Presentations by Participants (from 10:30 am to 12:00 pm)</p> | <ul style="list-style-type: none"> Know how to balance faculty roles between teaching, research, clinical, and service responsibilities. Demonstrate core proficiency in strategic planning, team building, change management, conflict resolution, and consensus-building. Define the attributes of successful school deans/department chairs/leaders (knowledge, skills, values, attitudes). Discuss different roles of a department chair/dean/associate-assistant dean/director as an institutional leader; as relationship manager; as a business manager and as a chief development officer. Discuss succession planning strategies. Participants present PowerPoint slideshow (5 minutes) on three departmental/office's/school's strategies and link them to the TTUHSC El Paso strategic plan. | <p>Stephanie L. Woods, PhD, RN - <i>Dean and Professor Hunt Endowed Chair in Nursing Rick and Ginger Francis Endowed Dean</i> Gurjeet Shokar, MD - <i>Professor and Chair for the Department of Family and Community Medicine</i> Paul Ogden, MD, FACP - <i>Provost/Vice President for Academic Affairs</i> Valerie Paton, PhD - <i>Senior Vice Provost, Office of the Provost/VP Academic Affairs</i></p> | <p>Dec. 6, 2019 TECHS Center – 3103 9:00 AM – 12:00 PM</p> |
| | | | <p align="center">CME</p> |
| | | | <p align="center">3</p> |

| WORKSHOP 5 | OBJECTIVES | FACILITATORS | DATE & LOCATION TIME |
|---|---|---|---|
| <p>Building Institutional Culture to Advance Research</p> <p>Succeeding in an Inclusive Workplace</p> | <ul style="list-style-type: none"> • Know how to develop departmental/school research infrastructure and collaborate with the Office of the VP for Research, and the Office of Research Resources to support the research productivity of your faculty. • Discuss the best strategies to build a departmental/school/institutional culture to advance research and grants. • Know how to build effective work relationships with your superiors, equals, administrators, colleagues, and subordinates; and enhance communication and collaboration skills. • Discuss the concept of strategic hiring. • Learn what affirmative action is and understand how to promote diversity and gender equity. Engage in a workshop on unconscious bias in interviewing job applicants. | <p>Navkiran Shokar, MD - Professor, Department of Family and Community Medicine</p> <p>Rajkumar Lakshmanaswamy, PhD – Professor and Dean, Graduate School of Biomedical Sciences</p> <p>Sireesha Y. Reddy, MD - Professor and Chair General Obstetrics and Gynecology Division Chief Women’s Health Practice Medical Director</p> <p>Jose Manuel de la Rosa, MD - Vice President for Outreach and Community Engagement</p> <p>Fatima Gutierrez, MD – Assistant Professor Department of Pediatrics</p> <p>Paul Ogden, MD, FACP - Provost/Vice President for Academic Affairs</p> | <p>Jan. 17, 2020 TECHS Center – 3103 9:00 AM – 12:00 PM</p> |
| | | | <p>CME</p> |
| | | | <p>3</p> |
| WORKSHOP 6 | OBJECTIVES | FACILITATORS | DATE & LOCATION TIME |
| <p>Finance Analysis & Control</p> | <ul style="list-style-type: none"> • Discuss the organizational budget process at the institutional and system level. • Discuss the differences between academic and business institutions. Learn how legislative sessions drive budgets, and how budgets are developed and aligned. • Discuss productivity improvement areas in your respective school/department. • Know how to increase revenue flows (service and research priorities). Understand different skill-sets of your faculty, and reorganize their clinical, research, and teaching mission accordingly. • Know how to upgrade the operating model and capabilities (improve clinical operations cost-effectiveness, support service optimization, research portfolio rationalization, etc.) | <p>A. Peter Catinella, MD, MPH - Department Chair for Family Medicine, TM</p> <p>Debabrata Mukherjee, MD, MS - Department Chairman and Chief-Division of Cardiovascular Medicine</p> <p>Patty McCarroll, MBA - Vice President for Clinical Administration</p> <p>Sue Fuciarelli, CPA, MBA - Vice President for Finance and Administration</p> <p>Paul Ogden, MD, FACPM - Provost/Vice President for Academic Affairs</p> <p>Valerie Paton, PhD - Senior Vice Provost, Office of the Provost/VP Academic Affairs</p> | <p>Feb. 14, 2020 TECHS Center – 3103 9:00 AM – 12:00 PM</p> |
| | | | <p>CME</p> |
| | | | <p>3</p> |

| WORKSHOP 9 | OBJECTIVES | FACILITATORS | DATE & LOCATION TIME |
|--|--|--|--|
| <p align="center">Wrap-up Session: Leaders, It's Your Turn! Project Presentations by Participants</p> | <ul style="list-style-type: none"> • Participants' projects presentations (10 minutes). • Self-Assessment and Needs Assessment: Participants discuss benefits and limitations of the current LDA, and respond to the leadership development survey. | <p>Paul Ogden, MD, FACP - <i>Provost/Vice President for Academic Affairs</i></p> <p>Valerie Paton, PhD - <i>Senior Vice Provost, Office of the Provost/VP Academic Affairs</i></p> | <p>4/3/2020 TECHS Center – 3103 9:00 AM – 12:00 PM</p> |
| | | | <p align="center">CME</p> |
| | | | <p align="center">3</p> |

If questions or comments, please contact: ElPasoFacultyDevelopment@ttuhsc.edu

Office of Faculty Development
Texas Tech University Health Sciences Center El Paso
5001 El Paso Drive, MSC 21007

LDA Goals:

Participants of the LDA will master a range of leadership competencies which will assist them to efficiently drive institutional transformation by:

- Developing a shared vision
- Fostering trust and collaboration
- Strengthening others
- Recognizing contributions and giving credit where credit is due
- Celebrating values and accomplishments
- Knowing how to present and discuss challenges

LDA Learning Objectives:

- 1) Demonstrate proficiency in the following core areas: strategic planning, team building, change management, conflict resolution, and consensus-building.
- 2) Enhance verbal and written communication and collaboration skills.
- 3) Discuss the strategic priorities of TTUHSC ELP.
- 4) Identify three areas in the TTUHSC ELP strategic plan that could propel your office/department/school forward.
- 5) Align office/department/school strategies with the institutional mission, vision, culture, and priorities.
- 6) Perform financial analysis and key performance indicators (KPI) for three office's/school's/departmental strategies.

LDA Expectations and Learning Outcomes: Attendance of at least 75% of the sessions (18 of 24 CME hours), and completion of the assigned projects:

- 1) **Group projects:** With the help of a coach, participants will engage in team discussions on specific topics (e.g., clinical process improvement, new curriculum development, creation of interdisciplinary programs, etc.)
- 2) **Individual projects:**
 - December 6, 2019: Strategic Plan presentation (5 minutes)
 - March 6, 2020: Budget Plan presentation (5 minutes)
 - April 4, 2020: Project presentation (10 minutes)