

Developing emerging leaders in academic medicine: URIM track within a Colleges of Medicine and Business partnership in faculty leadership skills development

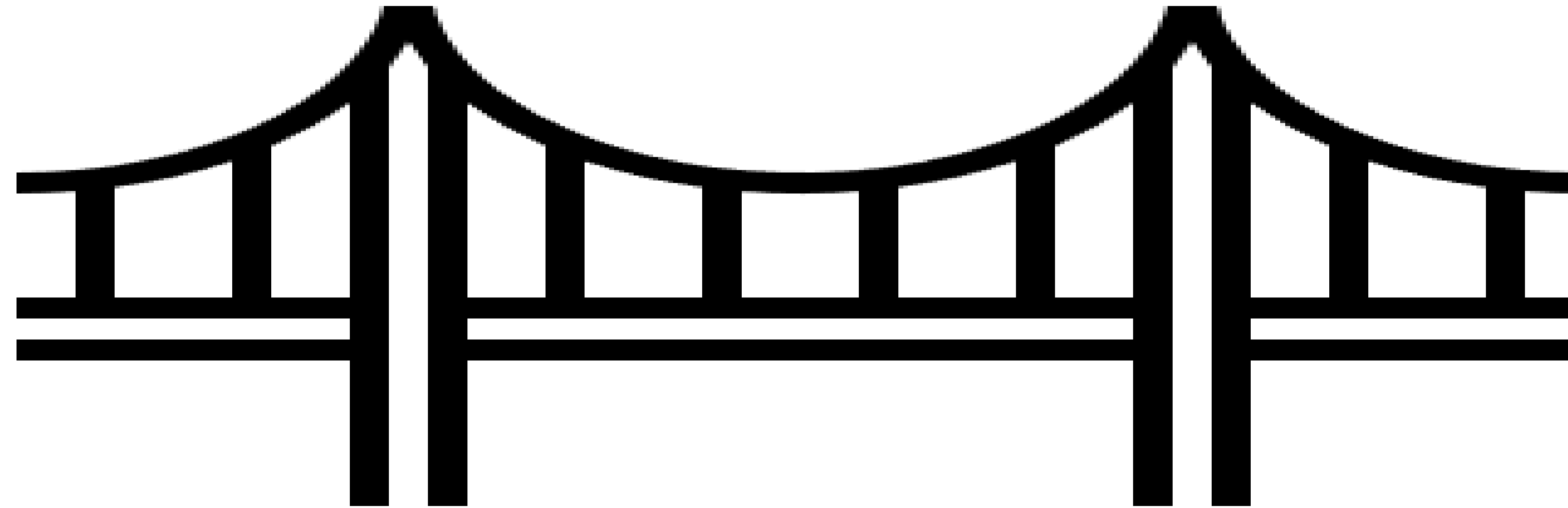
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Collaborators: Renee Bornemeier, MD; Wendy Ward, PhD; Emily Freeman; Sheridan Richards; Brent Williams, PhD; Blythe Eggleston; Karen Cox;
Sponsors Susan Smyth, MD, PhD; Matthew Waller, PhD



GAPS

- URiM faculty are missing in AHC leadership
- Multipronged solutions are needed: mentorship, sponsorship, allyship, leadership skills



Assembling a team:

- Partnership with College of Medicine & Walton College of Business
- Identified target learners and topics
- Institutional leaders prioritizing topics

OUTCOMES

- Increases in:
 - Graduates applying for / selected for leadership positions
 - Program applicants
 - Promotion readiness
 - Applied knowledge & changes in skills & attitude

Program design & needs
assessment Fall 2021

Pilot program
2022

Full
implementation
2023

Abstract: 2022 ELAM Institutional Action Project

Project Title: Developing emerging leaders in academic medicine: URIM track within a Colleges of Medicine and Business partnership in faculty leadership skills development

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Topic Category: Faculty Development

Background, Significance of Project: There are fewer women and faculty from racial and ethnic populations that are underrepresented in medicine (URIM hereafter) in leadership in academic health centers (AHC) than their numbers in the general population. Closing this gap requires multipronged solutions, including systemic strategies to reduce inequities, integration of the principles of diversity, equity, and inclusion in AHC culture and processes, and targeted faculty development to empower and enhance the visibility of URIM leaders. Purposeful leadership development improves the competency of leaders in academic medicine and is critical to developing diverse faculty leadership.

Purpose/Objectives: Develop and implement a longitudinal development program for URIM College of Medicine (COM) faculty members to expand their leadership competencies.

Methods/Approach/Evaluation Strategy: In collaboration with the Walton College of Business, the COM is planning a longitudinal leadership skills development program targeting emerging leaders across the academic mission. Recruitment for the program will include a specific focus ensuring participation URIM future leaders. Evaluation of program success in the short run will include: (1) mixed methods assessment of applied knowledge and changes in skills and attitude; (2) number of program applicants; (3) number of program graduates; (4) number of departments with applicants and participants; and (5) number of participants from URIM groups in each of the prior categories. In addition to longitudinal assessments of the above, other long-term evaluations will include: (1) CV review including readiness for promotion and leadership development plan; (2) number of participants applying for leadership positions; (3) number of participants obtaining leadership positions; (4) promotion timelines for participants versus historical norms; and (5) number of participants from URIM groups.

Outcomes/Results: A planning committee from the Colleges of Business and COM identified target learners and topics needed for these learners, including a focus track for learners from URIM groups. Topics include but will not be limited to: communication skills; change and conflict management; strategic planning; promoting equity; leadership through power and/or influence; negotiation; team management; and financial management, with a focus on factors that may be added strengths or barriers for URIM faculty. The planning committee will ask department chairs and other mid-level leaders to prioritize the list of topics for a one-year longitudinal program to pilot in 2022-2023.

Discussion/ Potential Impact: Empowering URIM faculty as leaders within our organization is critical to promote the health and well-being of our students, our employees, and the communities we serve. Extensive evidence supports the value of diverse leadership in improving clinical outcomes, research productivity, and financial outcomes. This program will provide future leaders with some of the tools needed to successfully enter the leadership arena.