

Below are excerpted passages from past Deans' nomination letters outlining their mentoring plans for their ELAM candidates. The following passages exemplify the level of investment by senior administration and the degree of specificity that ELAM's Admissions Committee looks for in the Dean's nomination.



1. Here are the mentorship activities Dr. [] and I will pursue:

1. Weekly meetings with my research staff of five in the college
2. Attending in my place for research meetings on campus and review with me on both content and process
3. Weekly meetings with me going over her progress as well as specific questions or areas of concern she has (e.g. how to get the fMRI group to divide the time between clinical and research users)
4. Draw her into a broader range of academic affairs by having her travel with me to our regional campuses and alternate chairing the meetings with the leadership in those campuses so we can alternatively critique each others handling of the group
5. Bring in annually an outside reviewer (a woman and established leader in academic medicine) to meet with Dr. [] and me separately, then jointly, to recommend how we might improve her program

2. My major objective for Dr.[] in the ELAM program is to prepare her to assume expanding leadership roles within our institution. ...I expect that ELAM will sharpen her skills and prepare Dr. [] for future challenges. Dr. []'s project for the next year will be to improve lines of communication between [] and []. She will benchmark... She will set up electronic and non-electronic mechanisms to ... Institutional processes such as ... will be impacted. Dialogue with officials at all levels of these institutions will be necessary. Policies ...may need to be updated. ...In the future, I can see Dr. [] assuming either a larger ... role, or alternatively, ...

As Dean of ..., I will meet with Dr. [] regularly to review her progress and to provide assistance and advice as needed. I will expect monthly progress reports. I also plan to provide her access to administrative leaders and include her in key meetings. My goal is to give her added visibility and further enhance her opportunities for advancement within ... My office will provide all financial support for her participation in the program, including travel and lodging expenses. I plan on attending the Forum on Emerging Issues.

3. Our school has undergone important changes in the ...years since my appointment as Dean. These changes provide many opportunities for new leadership and creative program development. My hope is that Dr. [] through her assignments with ELAM, and beyond the training, will assist us in some of these new areas.

All senior leaders in the ... and I will be available to meet with and mentor Dr. [] as she develops and completes the ELAM assignments. She will have access to data in her areas of interest, and assistance with analyzing it for her work.. I will meet with her at frequent intervals to provide senior mentorship. Because of her expressed interest in ... and her demonstrated excellence as ..., she is likely to want to work with Dr. []. Dr. [] will meet with her regularly and become involved in her projects. Because of this anticipated close association, I plan to send Dr. [] as my representative to the Forum on Emerging Issues in May 2002. The Dean's Office and the Department of ... will share the cost of Dr. ... attendance at the ELAM program and the AAMC meeting. Her salary will continue while she attends the program and completes her assigned projects for ELAM.

Dr. [] would come to ELAM with enormous personal talent, with the desire and personality to optimize her experience there, and with a record of senior leadership accomplishments. With the expertise and with the network of professional contacts that she can develop at ELAM, I believe that she will successfully complete for roles as an ...

4. The objectives for Dr. [] during this period will be:

" Develop writing skills for peer-reviewed journals.

It is important that the activities []... is involved in, both locally and nationally, can be shared with others. This is also an important aspect of opening career doors for her as well. This will be accomplished in several ways. I will work with her on data collection and study design on programs related to the medical school. I have asked Dr. [] and Dr. [] to work with [] as well.

" Utilize business training already attained in her day-to-day position.

Dr. []'s current positions do not fully utilize her training. I will move her to a position of budget management within the dean's office to provide her with a medicine based experience of financial management.

" Increase opportunities for networking.

As stated above, I am very committed to Dr. []'s further success. She will of course be provided time and financial support to attend ELAM functions as well as related programs. I will attend the Forum on Emerging Issues with her and assist her on any assignments. It is my plan, during this period, to allow her to chair a task force and attain further visibility as a leader. There is no question that I will carry out the above program whether Dr. [] is

named an ELAM fellow or not. However, the fellowship will provide her with an additional and valuable opportunity for growth that I would like to see her get.

5. She is clearly on the fast track to becoming a ... or ... at a leading medical school and ultimately is a great candidate for becoming a ... I am personally committed to helping her further develop her administrative skills in areas such as budgeting, negotiating, legal and public relations issues which I believe represent the next steps in helping her develop an ever stronger leadership presence. Our current ... is her direct supervisor and is fully committed to Dr. [] continued growth as a leader in academic medicine. I personally meet one-on-one with Dr. [] once a month for the expressed purpose of mentoring and supporting her personal and professional development, and I know that our Chair of ... is likewise fully committed to Dr. []'s leadership development...I am fully committed to "protecting" her time through this fellowship as well as through other efforts as she makes the transition over the next 3-5 years to become a ... or ... of this or some other medical school that will be fortunate, indeed, to get her.

6. My objective for Dr. []'s participation in ELAM is for her to enhance her executive leadership skills as she assumes roles that affect not only her department, but also all of ... and our community... I understand Dr. []'s career goals include, in the very near term, promotion to full professor and taking on expanded institution-wide leadership roles in ... Her longer-term goals include ... These goals are very achievable for her; she has my full support in this career path.

As regards mentoring, Dr. [] will receive mentorship from myself, [], and []. Likewise, I commit to support her role and plan to attend the Forum on Emerging Issues, May 1-2, 2002.

7. I expect the ELAM Program to define and focus Dr. []'s leadership skills, make her more cognizant of the factors currently impacting American medical schools and broaden her horizons as to how to more effectively approach and resolve these problems. A very important goal of the ELAM Program for Dr. [] will be for her to learn how to develop strategies and solve problems in the context of the overall system and how to most effectively capitalize on available resources. Moreover, I believe the networking opportunities provided by the ELAM Program will significantly benefit both Dr. [] and our institutions.

Dr. [] has indicated an interest in ... as well as in ... and I am fully supportive of her developing a leadership role in either or both of these areas. In fact, a gradual progression through each of these areas, ... and ... , would be excellent preparation to facilitate her ultimate plans to become a ... or ...

In specific response to the question of mentoring, we will take several approaches. First, I will meet with Dr. [] on a monthly basis to review her progress in leadership matters and facilitate her development. To the extent that she will become part of ..., we will work together on an even more regular basis. In addition, I have established a ... As an ELAM

participant, Dr. [] will be appointed an ad hoc member of this committee and will benefit by participating in its activities as well as by the opportunity to network and obtain mentorship from these individuals. The ... at ... has an outstanding reputation for training in several aspects of management including entrepreneurial management and appreciative management and we will ensure that all these resources will be available to Dr. ...

8. There is a clear institutional commitment to developing Dr. [] for advancing as a leader both in the short and long term. As part of this commitment, Dr. [] will be released from other institutional responsibilities to attend the ELAM program, to complete program assignments, and to participate in related activities. Financial support will be provided as details of participation are negotiated and resolved. A formal plan for continued professional development will be put into place that involves the ... and ... Dr. [] will be encouraged to assess leadership opportunities in the institution through ongoing relationships with mentors and senior staff, including ... and ...

The objectives I would set for her in the ELAM program include the development of skills in identifying and carrying out strategies, developing advanced communication skills, identifying mentors outside our institution, and developing skills for understanding and managing emerging issues in academic medicine.

9. Dr. [] has my full support as well as that of Dr. []. I am convinced that she will achieve a senior leadership position here at ... or will be named a ..., either here or elsewhere, within the next few years. ... I am committed to the mentorship of Dr. [] towards this goal and will appoint her to appropriate search committees in order to further and highlight her leadership skills here at ... Dr. [] will assist in mentoring Dr. []. Drs. [] and [] will meet with Dr. [] monthly to assess her progress and to discuss further strategies for her leadership development. We will provide Dr. [] with continued exposure to fiscal management and to essential strategies for the maintenance of balance between financial management and leadership, which is essential for our academic mission during these difficult times.

The Dean's Office will support Dr. [] ELAM attendance and will commit the necessary funds for her tuition, travel and on-site expenses. I assure you that she will be provided the time necessary to attend the entire program and will receive her full salary during her participation in ELAM.

10. I would hope that the ELAM Program would enable Dr. [] to enhance her management techniques and increase her knowledge of financial and budgetary matters. From this Program she will gain exposure to current and future issues of importance to academic medical centers and will, we hope, achieve a greater perspective on the problems to be addressed. Participating in the ELAM Program will allow her to expand her network of similarly situated colleagues. This will enable her to establish valuable relationships that will provide a resource that she can consult with and will perhaps provide her with a different perspective to common problems.

At the ... level, she is being mentored by [] and by []. In the Dean's Office, she will be mentored by [], [], [] and myself. I plan to encourage and support her continued involvement in her present Medical School and University committees and to provide her with the opportunities to develop a broader view by placing her on ... or task forces for new initiatives. She would also be a valuable addition on upcoming search committees for ...

11. I rate [] as one of our outstanding mid-career faculty, and confidently predict that with effective training and mentoring, she will be ready to serve as an ... within the next 3-5 years.

The objectives that I have developed with Dr. [] for this training period are designed to introduce her to the ongoing strategic planning by office of the ... The first specific objective is for ... to become familiar with the current strategies for resource allocation and the evaluation of key programs. The second specific objective is for her to devise and evaluate modifications to existing strategies ...

[] would have office space in the ... and report on her project at a Weekly Staff meeting for the ..., and monthly meetings of the ... She would join ... in weekly meetings with me and attend the monthly ... Dr. [] and [] will review specific issues on a daily basis either in person or via email. She will have full access to ... staff, including the ... In the Spring of 2002, Dr. ... would work with ... to develop the budget and ... She will have unrestricted access to all data to analyze past decisions and to evaluate future trends.