

Effective Leadership for Faculty Productivity and Career Success

IAMSE Webcast Audio Seminar
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Haiku

Not
a dragonfly;
remove its wings ~ pepper tree.

But
a pepper tree;
add wings to it ~ dragonfly

The world depends on which way this unfolds.

What I hope you leave with

- ◆ Leaders can
 - Create an environment encouraging educational scholarship
 - Encourage productivity in multiple roles
 - Create opportunities for our faculty
 - Guide our faculty to develop strategic plans

Creating a Community of Educators

- ◆ UCSF Story
- ◆ Kotter Eight Leadership Steps
- ◆ Academy of Medical Educators

Create an Environment

Kotter Leadership Steps

- ◆ Create a sense of urgency
- ◆ Create a guiding coalition
- ◆ Develop a vision and strategy
- ◆ Communicate the vision for change
- ◆ Empower broad based action
- ◆ Generate short term wins
- ◆ Consolidate gains and produce more change
- ◆ Anchor new approaches in the institution


Create an Environment

How do educators add value to an institution?

- ◆ Teacher
- ◆ Curriculum developer
- ◆ Implementer of assessments
- ◆ Advisor/mentor
- ◆ Administrator

<http://www.aamc.org/members/facultydev/facultyvitae/spring06/spotlight.htm>

Encourage Productivity in Multiple Roles




How can I show productivity for academic advancement?

- ◆ Describe type and frequency of activities
- ◆ Provide evidence of quality
- ◆ Engage in the academic community
 - Do roles in a scholarly way
 - Undertake educational scholarship



Encourage Productivity in Multiple Roles




How do I create opportunities for my faculty

- ◆ Assume that faculty are internally motivated
- ◆ Find administrative opportunities
- ◆ Find time for research
- ◆ Help identify a network
- ◆ Help find a mentor



Create Opportunities




What do leaders in medical schools do well?

- ◆ Strong culture toward productivity
- ◆ Exposure to strong role models



Create Opportunities



What do leaders need to work on?

- ◆ Attend to person-environment interactions
- ◆ Address dual careers
- ◆ Make sure that they have research training
- ◆ Set up for early successes
- ◆ Advocate collaborating



Creating Opportunities



Additional suggestions

- ◆ Multiple role planning
- ◆ Provide bridges to resources for personal services
- ◆ Communicate to reinforce self-efficacy
- ◆ Demonstrate effective team building skills
- ◆ Address anxiety about career
- ◆ Award accomplishments and provide recognitions



Create Opportunities




Self-directed Learning Plans

- ◆ Long and short-term goals
- ◆ Establish objectives and benchmarks
- ◆ Identify reasonable activities to achieve objectives with a timeframe that is conducive to multiple roles and responsibilities.




Strategic Plans




4Ts

- ◆ Theme
- ◆ Team
- ◆ Tasks
- ◆ Target




Strategic Plans




Themes come from finding a good problem

- ◆ Can be found in what you do everyday
- ◆ From the literature that relates to what you do everyday
- ◆ What is being funded




Strategic Plans




Formulate a Research Team

- ◆ Consider educators, health service researchers, colleagues from other departments with similar interests
- ◆ Include a learner
- ◆ Identify a team leader




Strategic Plan




How to keep the team working

- ◆ Regular meetings
- ◆ Minutes
- ◆ Simple workplan




Strategic Plan



Tasks

- ◆ Develop a list of what needs to be done to achieve the goal set in the theme
- ◆ Attach timeline and responsibilities
- ◆ Make sure to check the literature
- ◆ Make sure methods are sound for whatever project you are reporting
- ◆ Write abstracts



Strategic Plans



Targets

- ◆ Present ideas locally
 - Committees
 - Weekly scholarship conference
 - Local Education Day
- ◆ Regional/National meetings
 - Have abstracts critiqued



Strategic Plans

Targets (continued)

- ◆ Manuscripts
 - Outline
 - Co-write
 - Follow author notes
 - Send to a review panel

Strategic Plans

Targets (continued)

- ◆ Products
 - Peer review outlets
 - MedEdPortal
(www.aamc.org/mededportal)
 - HEAL
(www.healcentral.org)

Strategic Plan

4T worksheet

Theme	Team	Tasks	Targets
Curriculum Evaluation: Does a new curriculum improve knowledge, skills, and attitudes?	Curriculum developers Evaluation experts Students Instructors	Develop measures (assessments) Design study Complete IRB Contact faculty	Report to committees ESCape (3/07) Education Day (4/07) Regional meeting (4/07) Manuscript (9/07)

Strategic Plan

How have leaders done?

- ◆ Glassick
 - Clear goals
 - Adequate preparation
 - Appropriate methods
 - Significant results
 - Effective presentation
 - Reflective critique

What else can I do to help my faculty be productive?

- ◆ Opportunities outside of own institution

Have I helped my faculty be productive?

- ◆ Create new opportunities
 - For critique
 - For resources
- ◆ Link people
- ◆ Develop strategic plans

Thank you very much for your attention

References

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