Academic leaders are often selected for their roles based on their academic expertise with little, if any, leadership development. NEAL is specifically designed to fill that gap.

GOALS

- To prepare both formal and informal academic health science leaders for the full scope of their role
  - as managers of people and
  - as systems change agents
- To hold and deal with multiple perspectives and complex systems
- To create an engaged and committed faculty and staff community
- To create an interdisciplinary community of academic leaders

DEADLINES

Early bird application deadline - April 17, 2017
Final application deadline - June 2, 2017
* See website for details.

For further details on the program curriculum, previous participants’ reviews, faculty, application process and fees, please visit our website at:
cfd.utoronto.ca/neal

Would you like help solving your leadership challenges?
Are you in a new leadership role?
Consider the...

NEAL
New and Evolving Academic Leaders Program

A partnership between
St. Michael’s
Inspired Care. Inspiring Science.
UNIVERSITY OF TORONTO

This program is accredited through the Office of Continuing Professional Development, Faculty of Medicine, University of Toronto
Module 1: Getting started
1. Reflect on their strengths and gaps in academic leadership and set development goals
2. Apply current frameworks for 21st century leadership to their work
3. Describe how to utilize their style and communication to enable engagement
4. Discuss the design and maintenance of high performing academic groups
5. Explain the relevance of complexity for understanding leadership in academic health science settings
6. Recognize the power of diverse perspectives for solving organizational dilemmas
7. Develop an initial strategy for enabling academic change and innovation
8. Describe how to design effective decision-making processes
9. Practice compelling communication techniques

Module 2: Building capacity and momentum
1. Deepen the understanding of their strengths and the coherence of diverse individual approaches to effective leadership
2. Practice negotiation techniques for academic health science system issues
3. Develop strategies for dealing with challenging conversations
4. Describe approaches to promoting high performance and mediating conflict
5. Identify strategies for leveraging networks for academic issues and opportunities
6. Apply a variety of reflective and Integrative Thinking (trademark sign) strategies to academic issues
7. Apply complexity informed approaches to enabling change and innovation
8. Recognize the power of diverse perspectives for solving organizational dilemmas

Module 3: Creating resilience and adaptability
1. Develop vision and strategy skills for their academic unit
2. Apply economic principles to academic finance management
3. Design an adaptable and resilient academic unit
4. Discuss approaches to managing and supporting faculty and academic unit success
5. Describe how scanning and strategic thinking inform leadership work
6. Discuss approaches for engaging government in academic agendas
7. Apply a systems thinking perspective to organizational change
8. Practice coaching and mentoring techniques

Outcomes of this program
You are your leadership instrument! In the NEAL program, participants develop mindsets and capabilities to successfully lead their division, program, research, education or other academic unit and help enable the success of their academic teams. Specifically, they will be competent in the four practices of academic leadership: intrapersonal, interpersonal, organizational and system.

Dates for 4th Cohort
SEPTEMBER 25-28, 2017
JANUARY 22 - 25, 2018
MAY 7-10, 2018

Who is this program for?
We invite applications from individuals, both formal and informal leaders, nationally and internationally, with faculty appointments in Faculties of Medicine or Health Sciences. Applicants must have been in a faculty position for at least 3 years and have academic leadership roles and/or responsibilities. You need not be in a new role to apply. Applicants who desire a refresh or update in leadership practice are welcome to apply.

Such leaders, (with or without formal institutional titles or roles), are engaged in the academic mission of research, education or program development. Their roles or responsibilities could include, but are not restricted to: vice-deans; chairs, vice-chairs, and chiefs of academic departments; research program or institute leads; or university unit heads such as: clerkship, residency, graduate program, clinical education, work placement, curriculum or centre leaders.

Past participant roles have included: Department Chair, Associate Dean, Program Director, Division Head, Academy Director, Site Chief/Coordinator, Research Program Head and Vice Chair, Education.

Enacting leadership is essential to the program as there is a leadership project requirement that participants will need to fulfill.

Unique features of the program
• focus on university leadership activities or roles within the academic health care/science network, locally and beyond
• workplace-based learning
• application of learning to an academic leadership project
• participants working on context relevant stretch goals and shared issues
• individual coaching
• leadership shadowing
• enabling change in complex academic health science/care settings
• building a shared and networked leadership capacity
• the development of a network of academic leaders
• completion of the program will result in a University of Toronto certificate of added qualification

Module Objectives – Participants will be able to:

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