



C - CHANGE
MENTORING &
LEADERSHIP
INSTITUTE

Culture Change
in Academic Medicine

**C-CHANGE MENTORING & LEADERSHIP INSTITUTE
FOR MID-CAREER FACULTY
2024**

Offered by:
C-Change

The Heller School for Social Policy and Management
Brandeis University

Institute Director:
Linda Pololi, MBBS, FRCP (hon)

It is with great pleasure that we invite applications to the *C-Change Mentoring and Leadership Institute* specifically geared to the needs of all mid-career faculty in academic medicine across race and gender. This one-year fellowship program for up to 18 faculty will start in October 2024.

Overview

Mentoring and career planning for mid-career and senior faculty and those in leadership roles is often overlooked. The majority of faculty at U.S. medical schools report mentoring to be infrequent or inadequate. To address this need, while avoiding some of the well-documented issues with traditional one-to-one mentoring, our registrants will be deeply immersed in a facilitated peer group mentoring process, which has proven to be highly and reliably effective for all faculty that participate. The Institute will energize faculty for success in their professional careers and be of value for those already in leadership roles, as well as those considering such responsibilities.

As C-Change Fellows, participants will work closely with a group of diverse peers from different academic institutions. The yearlong course will convene in person for four two-day quarterly intensive and enjoyable meetings in rural coastal Rhode Island.

Eligibility of Participants

- Mid-career and senior faculty in academic medicine desiring to advance their careers and enhance their leadership skills and roles
- MD, PhD, or equivalent advanced degree

Physicians and scientists from all departments in academic health centers are welcome to apply. We encourage the participation of colleagues from the same institution or

department. Participation will be limited to no more than 18 faculty. To be selected for admission to the C-Change fellowship, applicants must commit to attend all four sessions.

C-Change Mentoring & Leadership Institute Dates

October 24-25, 2024

January 16-17, 2025

April 3-4, 2025

June 5-6, 2025

Institute Objectives

Participating faculty will:

- Collaborate in a yearlong peer group mentoring experience for career development that is closely aligned with personal core values
- Experience a lively, inclusive and trustworthy culture of learning, creativity and scholarship
- Receive guidance for career fulfillment and advancement
- Construct a personalized individual academic development plan to successfully achieve career and personal goals
- Develop skills in leadership, team-building, collaboration, mindfulness, meaningful dialogue, fostering diversity and inclusion, and other skills crucial for those seeking a greater leadership role in research, education, or health services
- Develop skills for mentoring others.

Institute Structure and Design Principles

This mentoring Institute is designed as a learning community that emphasizes peer consultation and sharing of perspectives and expertise. During each intensive daylong session, the group of participating Fellows will engage in a structured process of career development, as well as learn skills in key areas for career advancement. All sessions will prioritize attention to the culture and communication within the group. Meetings are designed to embody characteristics of the culture needed in medical schools to support relationship formation, alignment of personal core values and professional goals, and the development of meaningful careers. The facilitated group process will be characterized by non-hierarchical peer relationships and self-direction. The sessions will employ varied learning methods, and innovative dialogue strategies.

Each C-Change Fellow will be guided through the steps of formulating a written personal Academic Development Plan that will include long and short-term objectives, and suggestions on how to accomplish the identified goals. Participants will not only learn skills relevant to their careers, but also have the opportunity to experience new learning methods and mentoring skills they can utilize in their work.

Quotes from Past C-Change Fellows

- *"This program is so empowering and not just in theory but in practice as well – I have the tools to go forward."*
- *"Seeing the threads throughout and how all the puzzle pieces fit together has been amazing. The scope of what we were all able to accomplish in those 8 days is really amazing. I will value this experience forever and am very grateful for having had the opportunity to participate."*
- *"As a white man, after developing the Academic Development Plan, it was much easier for me to think through problems that I was facing in my research and to prioritize what was most important in my academic development."*
- *"I have a 10 year goal... what do I need to do, what are the steps, how do I need to keep myself accountable. ... It showed me the footprints of the next part of my career."*
- *"It is heartening to know that there are colleagues searching as I am searching - for meaning, a sense of purpose that is bigger than what I routinely encounter or derive from day-to-day work."*
- *"The C-Change Institute has been an eye opener. I learned to look inside myself to get to know me better and appreciate myself for who I am (strengths and weaknesses). The exercise of listening and prioritizing values, and matching the values with my goals was very useful in defining what I wanted to do for the rest of my career path."*
- *"It has definitely increased my vitality. I feel empowered to reflect and to look ahead."*
- *"Participating in the C-Change Institute injected me with vitality. I enjoyed my time, the change of me along with the recognition of new possibilities. I learned about the fulfillment, joy, looking forward to the work... in association with the exchange of ideas, taking risks and going "all-in" on the task at hand."*
- *"I grow a deeper awareness and appreciation for diversity: less abstract, more tangible. I have stories and faces to draw upon."*
- *"Peer mentoring has been a revelation. This is a much more powerful model."*
- *"The guided and structured approaches to identify core values and strengths and the many reflective exercises have given me a much better understanding of misalignments in the past and a lot of ideas to pursue to achieve a much better integration."*
- *"I feel a part of something bigger than just what is going on at my local institution."*

- *"I already had a keen awareness of "diversity," more so from the experiences of an under-represented minority. However, I was exposed to a different type of diversity. One of thoughts, concerns, experiences, rooted in geographic and racial background."*
- *"It has increased my vitality even during a challenging time in my career. Knowing that I had a supportive group with whom I could share my challenges gave me the strength to stand up for myself, stay true to my values, and to make decisions to protect myself and preserve my integrity."*
- *"The aspect of C-Change that most impacted me are the concept of there being an "experience" rather than just didactics. I never learned like this before. The classical model of lecture, question, memorize has been the way I learn and teach. This full experience model of teaching and learning were quite impactful."*
- *"I felt isolated and found limited joy in my work. With this in mind, I found C-Change incredibly helpful in pulling myself away from survival mode and into planning mode. While I did not accomplish everything I hoped for, I accomplished tenfold more than I would have ever done in this time."*
- *"I was having a difficult year... I was quite depressed and anxious. The C-Change was influential in my process to learn, cope, and create new strategies for myself and family during these crazy times. I also have better relations at home and at work. It was much needed and who knows... maybe a savior."*

About the Institute Director

Linda Pololi, MBBS, FRCP (hon)

Dr. Pololi is Distinguished Research Scientist at The Heller School for Social Policy and Management, Brandeis University and Director, the National Initiative on Gender, Culture and Leadership in Medicine: C-Change (for culture change). Dedicated to improving the culture of academic medicine through research and action, C-Change aims to promote an inclusive, affirming, relational working environment for all faculty and trainees, and to increase diversity of leadership in academic medicine. Dr. Pololi is nationally recognized for her research on the culture of academic medicine and for her innovative contributions to the professional and personal development of faculty in academic medicine. She developed and is a leading proponent of an evidence-based collaborative peer group approach to mentoring and leadership development that is predictably reliable in facilitating career enhancement for medical faculty. Her recent multi-institutional research on the academic medical environment showed the importance of the "culture" to faculty vitality, challenging academic leaders to be change agents. The validated C-Change Surveys for medical faculty, residents and students have been used by the NIH, and many medical schools in the USA, Canada and the UK. She is a certified facilitator for the Center for Courage and Renewal and for the Academy on Communication in Healthcare. Dr. Pololi is the principal investigator of an NIH five-year study of the C-Change Mentoring & Leadership Institute, a randomized controlled trial to assess

effectiveness and delineate its mechanisms of action, and co-investigator in other multi-year NIH grants.

Dr. Pololi is a graduate of the University of London Middlesex Hospital Medical School and has held professorial faculty and senior administrative positions at the Universities of Illinois, East Carolina, Brown, and Massachusetts. For her contributions to facilitate the careers of women, she is the recipient of the 2011 Association of American Medical Colleges (AAMC) Women in Medicine and Science Leadership Development Award, and she is an honorary fellow of the Royal College of Physicians (UK).

Registration Information

Please download and complete the Institute application form from the C - Change website at: <http://www.brandeis.edu/cchange/mentoring-and-leadership/index.html>

Tuition for this yearlong C-Change Institute is \$9,850 and includes all session tuition fees, course materials, hotel accommodation, all meals during the program. Limited scholarship funding is available. We encourage prospective Fellows to inquire within their institutions for funding. Many former Fellows have been successful in having the full cost of C-Change Institute tuition funded by their institutions, often from across departmental, institutional, and faculty affairs sources.

Applications are due **April 12, 2024**.

A non-refundable deposit of \$700 is due upon acceptance to the Institute to reserve a place.

Institute Location, Accommodation and Travel

All C-Change Institute sessions and overnight accommodation will take place at a lovely and secluded seaside, historic inn, where we will be the sole occupants. The inn sits on 2.7 acres in Little Compton, RI, near the tip of Sakonnet Point. The property features spacious well-appointed guest rooms, beach access, outdoor terraces and gorgeous water views.

The venue is specifically chosen so that our only distraction will be the natural beauty of the surroundings. The cost of residential accommodation, meals and tuition are included in the registration fee. The Institute takes full Covid precautions including appropriate ventilation during meetings.

The closest airports are Providence (T.F. Green International Airport) and Boston (General E.L. Logan International Airport). Amtrak trains stop at Providence. Detailed travel information will be provided to participants.

Inquiries

For additional questions, please contact cchange@brandeis.edu or (781) 736 8101