



2019 Alpha Omega Alpha Fellow in Leadership

Purpose

To recognize and support the development of outstanding mid-career physician leaders.

Background

Leadership in medicine, medical education, and health care is more complex in the 21st century than ever before. The medical profession and the country are in need of leadership that is inspiring, insightful, engaging, and humble—leadership that both understands and represents the needs of patients, physicians, medical educators, and trainees.

Because of their unique knowledge of the practice of medicine and understanding of medicine's core professional values, physicians are ideally suited to serve as leaders in this unprecedented period of change.

Fellows will spend one year honing their leadership skills and expanding their knowledge base in the areas of:

- Leading from within—Creating access to a broader range of ways of being, thinking, and acting to become more effective in dealing with the challenges for which the usual solutions are inadequate. Unlike most existing programs that teach leadership by imparting someone else's knowledge (a third-person approach), this Fellowship emphasizes creating leaders using a first-person "as-lived/lived-through" methodology. In working with Fellows to "unpack" their hidden beliefs and frames of reference, new contexts will emerge that give them more space and more degrees of freedom to lead effectively as their natural self-expression.
- Servant Leadership—Based on specific core values, ideals, and ethics, effective, sustainable, and excellent leadership is based on core professional and personal values and a commitment to servant leadership.

The five essential components of the AQA Fellow in Leadership are:

1. Self-examination, the "inward journey," leading from within;
2. A structured curriculum focused on topics related to leadership, including an understanding of the relationship between leadership and management;
3. Mentors and mentoring;
4. Experiential learning to broaden the perspective and understanding of leadership as it relates to medicine and health care; and
5. Team-based learning, and developing communities of practice.

Eligibility

Mid-career physicians who provide outstanding leadership within their organizations. Applicants must be **active** members of AQA. Applicant's mentors, and all AQA members in the application packet who are AQA members must have active status.

Nominations must be made by the senior executive of the physician's organization.

Nominations must be submitted to the local AQA Chapter Councilor or to a Chapter Association chair if affiliated with a medical school. If the applicant's organization has no affiliation with a local medical school, the applicant may send the submission packet directly to the AQA National Office (jean@alphaomegaalpha.org). Only one

nominee will be accepted from a Chapter, private/community hospital or organization. A list of chapters and associations with contact information is available online at: <http://alphaomegalpha.org/Leadership.html>.

If an AΩA Councilor applies for this award, the dean of the medical school must appoint another AΩA member from the Chapter to manage the nomination process to avoid any potential conflict of interest. The dean and councilor must notify the AΩA national office of the appointment.

The Fellowship

Recipients will receive a \$25,000 fellowship to be used for further development of their leadership skills through a specific year-long project. The fellowship may not be used for salary support for either the Fellow or institutional mentors. AΩA does not pay indirect costs. The award may be used for attendance at leadership development courses and resources related to the Fellow's project or other expenses related to leadership development approved by AΩA.

Submission Requirements

Applicants must provide a detailed description of how they will use the funds to further their pursuit of leadership development. Applications must include:

- **A nomination letter from the senior executive (e.g., the Dean, CEO or equivalent) in the medical school or organization.** The senior executive is expected to serve as one of the two mentors for the candidate, and thus his/her role in mentoring should be noted in the nomination letter. The nomination letter (maximum two pages) should include:
 - The nominator's reasons for nominating the applicant;
 - The applicant's personal and professional qualifications for the nomination, including specific examples emphasizing leadership; and
 - The nominator's role in mentoring the applicant.
- **Description of a leadership experience/project** that will broaden the applicant's perspective on leadership related to health care and medicine. The project should have a scope that can be accomplished during the course of the year. The project should provide the applicant the opportunity to define a problem or need, identify barriers to addressing the problem, and design, implement, and complete an achievable plan. Sustainability of projects will be important in the evaluation process. Preference will be given to scalable projects with the potential for a broad impact on medicine, medical education, health care, or other important challenges.
- **Designation of at least two mentors** who will assist the applicant in completing his/her project, serving as role models, offering advice as needed, and introducing the Fellow to key individuals either within or external to the organization.

Applicants are encouraged to choose mentors outside of their immediate organizations or work groups. At least one mentor must be at the senior leadership level of the applicant's organization. This may be a dean, chief executive officer, or the president of an association/organization that has a regional or national presence. Mentorship must be ongoing throughout and after the year. Mentors should ensure the Fellow access to high-level administrators and leaders. Mentors should commit to the mentoring plan and to allocating time to support the Fellow's ongoing leadership opportunities after completion of the Fellowship.

- **A commitment letter from the chief executive officer of the applicant's institution** detailing the institution's explicit commitment to the Fellow (maximum four pages). The letter must include:
 1. A commitment to provide protected time of at least 25% for the applicant to complete the Fellowship activities. Protected time must include the orientation and leadership course to be held in July; bimonthly AΩA meetings and teleconferences, and time for the Fellow to meet with his/her AΩA mentor. Institutions

must commit to providing full coverage for the Fellows' duties during this time, in addition to the ongoing protected time.

2. A commitment to provide salary support/matching Fellowship dollars. An exception may be requested, however, a list of reasons for the requested exemption must be included.
 3. A detailed list of the applicant's responsibilities that will be transferred to other personnel. Applications that are submitted without this list will be returned.
- **A letter of recommendation from the applicant's direct supervisor** (maximum two pages) that comments on the applicant's qualifications for the Fellowship, including leadership qualities and potential. The letter must acknowledge the institution's commitment to protected time and transfer of specific responsibilities to allow the applicant to complete the Fellowship. Letters that indicate a clear career path leading to greater leadership responsibilities will be considered evidence of strong institutional commitment.

Application Requirements

Applications must be in the form of a PDF (12-point type, 1-inch margins), and must include:

1. A completed checklist (see attached).
2. A proposal from the applicant (maximum six pages) laying out the applicant's plans to fulfill the five essential components of the Fellowship:
 - Self-examination;
 - The structured curriculum focused on topics related to leadership, including an understanding of the relationship between leadership and management.
 - Why they selected their mentor(s).
 - Their project proposal detailing how the project will advance the applicant's understanding of the principles of leadership and what leadership skills the project will enhance.
 - How they will develop team-based learning and communities of practice.
3. A personal statement from the applicant (maximum two pages) that summarizes:
 - Prior leadership experiences, including specific personal examples (both successes and failures) and lessons were learned.
 - The applicant's goals for the Fellowship.
 - The applicant's leadership goals following the Fellowship and long-term.
 - How the applicant envisions making a difference in the profession of medicine through leadership.
4. The applicant's biosketch (maximum four pages).
5. A letter from each mentor (maximum two pages each) or a combined letter from both mentors outlining:
 - The structure and goals of the projected mentorship.
 - A commitment of time for mentoring, and support for ongoing leadership opportunities after the Fellowship is completed.
 - The mentor's reasons for wishing to mentor the applicant.
 - The mentor's assessment of the applicant's leadership qualities, with specific examples.
6. The mentors' biosketches (maximum four pages each).
7. Recommendation letter from the Chapter Councilor or Association Chair, if applicable.
8. Applications must be emailed to Libby Appel at leadershipaward@alphaomegaalpha.org by **March 1, 2019**.

Requirements for Fellows and their Mentors

- Fellows and one of their Mentors will be required to attend all or part of a four-day Fellows' orientation meeting in **Denver, Colorado beginning Sunday evening July 14, 2019 and ending Thursday, July 19, 2018 at 3:00 pm**. Fellows are required to attend the entire four day orientation while mentors will be required to attend from Sunday evening to noon on Tuesday.
- Travel expenses including lodging and meals for both Fellows and Mentors will be covered by the AΩA National Office.
- Fellows will be expected to attend the AΩA Board of Directors annual meeting in **October 2020** to present their projects and experiences. Travel expenses including lodging and meals will be covered by the AΩA National Office.
- Fellows will have required readings in Leadership and will participate in a bimonthly teleconference that will be facilitated by a senior leader and will focus on topics related to challenges in leadership or project-related concerns.
- Fellows must participate in a defined and structured curriculum focused on topics related to leadership in medicine, such as AAMC Executive Development, the Harvard Macy program, ELAM® at Drexel Universtiy College of Medicine, or FAIMER®. The leadership description must be defined and described in the application.
- During the award year, Fellows will be encouraged to create a community of practice with each other, as a vehicle to encourage peer-to-peer mentoring and sharing of experiences.
- Fellows will meet with their AΩA Mentor on at least a bimonthly basis.

Timetable

March 1, 2019	Deadline to Submit Application to the AΩA National Office
May 3, 2019	Announcement of awards
July 1, 2019	Program begins

Questions about this program should be directed to Libby Appel at the AΩA National office, libby@alphaomegaalpha.org, or 720-859-4149.

Checklist: AQA Fellow in Leadership

Place your cursor in a box and type. The box will expand as needed. Tab to the next box.

First name:		Last Name:		Degree(s):	
AQA #					
Address				Cell Phone #	
E-mail address:					
Institution and address:					
Head of institution:					
AQA #:					
Head of institution e-mail:					
Mentor 1 name:					
AQA #:					
Mentor 1 address:					
Mentor 1 e-mail:					
Mentor 2 name:					
AQA #:					
Mentor 2 address:					
Mentor 2 e-mail:					
(If needed) Mentor 3 name:					
AQA #:					
(If needed) Mentor 3 address:					
(If needed) Mentor 3 e-mail:					
AQA Councilor name:					
AQA #:					
AQA Councilor address:				Phone #	
AQA Councilor e-mail:					

Checklist for submission to AQA Councilor or association chair

✓	Item	Details	Max. Pages	File Name
	Checklist	Completed checklist	2-3	1-Checklist.pdf
	Nomination letter(s)	Reasons for nominating the applicant	2 each	2-Nomination[1,2].pdf
		Applicant's personal and professional qualifications for the nomination, specific examples emphasizing leadership		
		The nominator's role in mentoring the applicant		

✓	Item	Details	Max. Pages	File Name
	Applicant proposal	Self-examination	6	3-Proposal.pdf
		A structured curriculum		
		Mentors and mentoring		
		The experience and project		
		Team-based learning and communities of practice		
	Personal statement	Leadership experiences, with specific personal examples and lessons learned	2	4-Statement.pdf
		Goals for the Fellowship		
		Leadership goals after the Fellowship and longer term		
		How do you envision making a difference in medicine through leadership?		
	Applicant's biosketch	Biosketch, not a CV	4	5-Biosketch.pdf
	Mentor letter(s)	Structure and goals of proposed mentorship	2 each	6-Mentor[1,2,3].pdf
		Commitment of time for mentoring and for support after Fellowship		
		Mentor's reasons for wishing to mentor applicant		
		Assessment of applicant's leadership qualities, specific examples		
	Mentor biosketches	Biosketches, not CVs	4 each	7-MentorBio[1,2,3].pdf
	Institution letter	Commitment to protected time of at least 25% for completing the Fellowship and for attending the orientation session and the AQA board meeting	4	8-Institution.pdf
		List of the applicant's responsibilities that will be transferred to other personnel		
		Commitment to salary support and matching funds or equivalent in mentor time, or request for exception		
	Supervisor letter	Comments on the applicant's qualifications for the Fellowship	2	9-Supervisor.pdf
		Acknowledgment of institution's commitment to protected time for the Fellowship and transfer of specific responsibilities		

Checklist for submission to National Office by March 1, 2019:

	Letter of recommendation from AQA councilor or association chair	10-Councilor.pdf
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E-mail as PDF(s) to: Libby Appel - leadershipaward@alphaomegaalpha.org
Subject line: 2019 AQA Fellow in Leadership application

Questions: Contact Libby Appel 720-859-4156, or libby@alphaomegaalpha.org,
or visit alphaomegaalpha.org/Leadership.html.