

Supplemental Digital Appendix 1

Association of American Medical Colleges (AAMC)-Group on Faculty Affairs (GFA) Assessment Survey of Leadership Development Programs in Academic Medical Centers

The AAMC-GFA Assessment Survey of Leadership Development Programs seeks to learn the current state of Leadership Development Programs in North American medical schools - specifically regarding the objectives, curriculum, and resources needed for execution of existing programs. This survey was developed in conjunction with the George Washington University School of Medicine and Health Sciences (GW) and reviewed by members of the GFA Research Sub-committee.

This survey is voluntary. The AAMC considers the data collected through this survey to be unrestricted; the information is not confidential and can be publically distributed. We approximate that this survey should take about 15 minutes to complete, provided that the information has been previously gathered for the questions. The AAMC will store this data on a secure server and the AAMC will make the data available to those who agree to protect it.

The AAMC plans to use the data to create an aggregated catalogue of existing programs to share the GFA and other member groups to facilitate the sharing of promising practices for leadership development programming. The AAMC will also use this data to help inform the development of any future programming to serve the community at large. In addition to serving as a source of data for AAMC member schools, our collaborators at GW will use the information in an aggregated, descriptive study on leadership programs in North American medical schools to identify common curricular components, metrics, and resources used across programs.

This activity has been reviewed according to AAMC policies and procedures. By continuing, you acknowledge that you have read the above and agree to participate.

Leadership Development Program Survey

FORMAL LEADERSHIP DEVELOPMENT PROGRAMS

Please answer the questions in this section about **formal leadership development programs** delivered in your organization (including contracts with outside partners to deliver content in your organization). For the purpose of this survey, we define **formal** leadership development programs as **a single cohort of faculty who participate in extended faculty leadership development activities (i.e.: more than a single workshop).**

1. Do you have at least one formal leadership development program?

☐ Yes

☐ No

2. If you do not have a formal internal leadership development program, why not?

☐ Don't see the value

☐ Don't have the resources

☐ Don't have the time

☐ Other, please specify [Click here to enter text.](#)

Note: If you do not have a formal internal leadership development program proceed to question # 37.

If you have more than one program, select your most comprehensive program or “flagship” program to answer the questions in the rest of this section. You will be asked to list the remaining programs in question # 33.

3. What is the name of your leadership development program?

[Click here to enter text.](#)

4. Why was the program started (check all that apply)?

☐ To prepare faculty for new leadership roles

☐ To prepare faculty to take on institution-wide projects

☐ To develop leaders' understanding of business-related topics, language and tools

☐ To develop/improve specific leadership competencies

☐ To cultivate/nurture junior faculty for next generation leadership

☐ To provide remediation for current leaders

☐ Other, please specify [Click here to enter text.](#)

5. Who do you target for participation (check all that apply)?

☐ Physician Faculty

☐ Basic Science Faculty

☐ Other Health Professionals (i.e., RN, PA, PT, etc.)

☐ Staff

☐ Other, please specify [Click here to enter text.](#)

6. Is participation in the internal program accomplished through a competitive process?
- ☐ Yes ☐ No ☐ Not sure
7. Is approval of the immediate supervisor required for participation in the internal leadership development program?
- ☐ Yes ☐ No ☐ Not sure
8. What is the average number of participants in a single cohort of the program?
- Please specify: [Click here to enter text.](#)
9. Please indicate the **number of hours per week** devoted to participating in **on-campus or online class** sessions:
- ☐ <2 hours per week
☐ 2-4 hours per week
☐ 4-6 hours per week
☐ 6-8 hours per week
☐ > 8 hours per week
10. Please indicate the **number of hours per week** spent **outside of class** on the program (i.e., readings, assignments, projects, etc.):
- ☐ <2 hours per week
☐ 2-4 hours per week
☐ 4-6 hours per week
☐ 6-8 hours per week
☐ > 8 hours per week
11. Are participants given protected time to participate in the program?
- ☐ Yes ☐ No ☐ Not sure

CURRICULAR TOPICS FOR FORMAL LEADERSHIP DEVELOPMENT PROGRAMS

12. Do you use **a specific definition or leadership competency model** that frames the content of your program?
- ☐ Yes ☐ No ☐ Not sure
13. If so, which one? [Click here to enter text.](#)

The following includes a list of leadership development topics. Please check all that are included in your program and/or add topics not included at the end of the list.

14. **Leadership concepts:**
- ☐ Models of leadership
☐ Leadership styles
☐ Organizational structures and culture
☐ Developing others as leaders

15. **Setting direction and leading change:**

- ☐ Understanding the environment
- ☐ Setting strategic goals and objectives
- ☐ Change processes and change management
- ☐ Creating incentives and rewards
- ☐ Decision making

16. **Working with and developing others:**

- ☐ Motivating and empowering others
- ☐ Promoting innovation
- ☐ Interpersonal effectiveness
- ☐ Coaching skills to address specific behaviors
- ☐ Mentoring skills to develop people overtime

17. **Communication skills:**

- ☐ Effective listening and communication of feedback
- ☐ Oral and written presentation skills
- ☐ Negotiation skills
- ☐ Networking skills
- ☐ Group facilitation skills

18. **Teambuilding:**

- ☐ Team processes and development
- ☐ Group problem-solving and decision-making
- ☐ Power relationships
- ☐ Conflict management
- ☐ Encouraging creativity

19. **Business skills:**

- ☐ Work flow and information management
- ☐ Financial management/budgeting
- ☐ Human resource management
- ☐ Quality improvement
- ☐ Measuring and evaluating effectiveness
- ☐ Creating a business plan

20. **Self-management:**

- ☐ Emotional intelligence
- ☐ Time management
- ☐ Work-life balance
- ☐ Life-long learning

21. **Other topics:**

Please specify [Click here to enter text.](#)

22. What percentage of the program is delivered face-to-face vs. online?

[Click here to enter text.](#)

23. Which of the following approaches to learning are included in your program (check all that apply)?

- ☐ Lectures
- ☐ Case discussion
- ☐ Behavior role modeling
- ☐ Leadership games and simulations
- ☐ Self-assessments (MBTI, DiSC, MLQ, etc.)
- ☐ 360° leadership assessment tools
- ☐ Mentoring of program participants by non-participants
- ☐ Executive Coaching
- ☐ Peer-to-peer coaching of program participants by each other
- ☐ Reflective writing
- ☐ Guest speakers
- ☐ Group projects
- ☐ Other, please specify [Click here to enter text.](#)

24. Are there tangible requirements for successful program completion (check all that apply)?

- ☐ Individual project
- ☐ Group project
- ☐ Leadership development plan (for the future)
- ☐ Written paper
- ☐ Other, please specify [Click here to enter text.](#)

25. Does your program result in one of the following?

- ☐ Degree (i.e., Masters), specify discipline [Click here to enter text.](#)
- ☐ University certificate with academic credit
- ☐ Certificate of completion (no academic credit)
- ☐ Academic credit towards a degree
- ☐ Continuing Education Unit (CEU) credit
- ☐ Other, please specify [Click here to enter text.](#)

26. What was the approximate cost of delivering your program?

[Click here to enter text.](#)

27. Describe the backgrounds of those who deliver content to participants. Please provide specific details: [Click here to enter text.](#)

28. How do you evaluate the impact '**on the individual**' participating in your program over time (check all that apply)?

- ☐ Satisfaction survey
- ☐ Assessment of learning
- ☐ Assessment of behavior change
- ☐ Individual's impact on organizational achievements
- ☐ Individual achievement (check all that apply):
 - ☐ Promotion
 - ☐ Tenure
 - ☐ Additional administrative leadership roles
 - ☐ Additional professional society leadership roles
 - ☐ Enhanced personal growth (pre/post survey)
- ☐ Other, please specify [Click here to enter text.](#)

29. How do you evaluate the impact '**on the institution**' of participating in your program over time (check all that apply)?

- ☐ Satisfaction of the staff/faculty (of the person participating in the program)
- ☐ Retention of the staff/faculty (of the person participating in the program)
- ☐ Meeting budget (of the participant's area of responsibility)
- ☐ Revenue growth (of the participant's area of responsibility)
- ☐ Research funding growth (in the participant's area of responsibility)
- ☐ Other, please specify [Click here to enter text.](#)

30. During the program, how do your participants get feedback?

- ☐ Informally, please describe: [Click here to enter text.](#)
- ☐ Formally, please describe: [Click here to enter text.](#)

31. Do you conduct post-program follow up for your program?

- ☐ Yes ☐ No

32. If so, please describe:

[Click here to enter text.](#)

33. Do you have other **formal internal leadership development programs**?

- ☐ Yes ☐ No

34. If so, list them below and give a brief description about how they differ from your primary or "flagship" program identified in **question # 3**:

[Click here to enter text.](#)

35. Do you offer **other leadership training** (not part of a formal program)?

- ☐ Yes ☐ No

36. If so, please indicate the following:

- | | | |
|-----------------------------------------------------------|-------------------------------|-------------------------------------------|
| <input type="checkbox"/> Single class or workshop | Please list topics: | Click here to enter text. |
| <input type="checkbox"/> Series of classes or workshops | Please list topics: | Click here to enter text. |
| <input type="checkbox"/> Occasional seminars | Please list topics: | Click here to enter text. |
| <input type="checkbox"/> Occasional brown bag discussions | Please list topics: | Click here to enter text. |
| <input type="checkbox"/> Online classes | Please list topics: | Click here to enter text. |
| <input type="checkbox"/> Other | Please specify type and topic | Click here to enter text. |

EXTERNAL LEADERSHIP DEVELOPMENT PROGRAMS

Please answer the questions in this section about **external leadership development programs** utilized by leaders within your organization.

37. Do you send your staff/faculty to other institutions/organizations for leadership development?

- ☐ Yes ☐ No

38. If so, which one(s)? (check all that apply)?

- ☐ AAMC Early-Career & Mid-Career Women's Programs
- ☐ University Program (i.e., Harvard Medical Leadership Program)
- ☐ Center for Creative Leadership
- ☐ Executive Leadership in Academic Medicine
- ☐ Other, please specify [Click here to enter text.](#)

39. If your leaders do not attend external leadership development programs, why not?

- ☐ Don't see the value
- ☐ Don't have the resources
- ☐ Don't have the time
- ☐ Other, please specify [Click here to enter text.](#)

Note: If your leaders do not attend an external leadership development program, please proceed to question # 47.

40. Who do you target for participation in external programs (check all that apply)?

- ☐ Physician Faculty
- ☐ Basic Science Faculty
- ☐ Other Health Professionals (i.e., RN, PA, PT, etc.)
- ☐ Staff
- ☐ Other, please specify [Click here to enter text.](#)

41. How many leaders attend external leadership programs annually?

[Click here to enter text.](#)

42. Is participation in the external program accomplished through a competitive process?

- ☐ Yes ☐ No ☐ Not sure

43. Is approval of the immediate supervisor required for participation in the external leadership development program?

- ☐ Yes ☐ No ☐ Not sure

44. What is the approximate cost per person for participating in the external leadership program (including tuition, travel, lodging, per diem, etc.)?

[Click here to enter text.](#)

45. How do you evaluate the impact '*on the individual*' of sending leaders to an external program over time?

- ☐ Satisfaction survey
- ☐ Assessment of learning
- ☐ Assessment of behavior change
- ☐ Individual's impact on organizational achievements
- ☐ Individual achievement (check all that apply):
 - ☐ Promotion
 - ☐ Tenure
 - ☐ Additional administrative leadership roles
 - ☐ Additional professional society leadership roles
 - ☐ Enhanced personal growth (pre/post survey)
- ☐ Other, please specify [Click here to enter text.](#)

46. How do you evaluate the impact '*on the institution*' of sending leaders to an external leadership development program over time?

- ☐ Satisfaction of the staff/faculty (of the person participating in the program)
- ☐ Retention of the staff/faculty (of the person participating in the program)
- ☐ Meeting budget (of the participant's area of responsibility)
- ☐ Revenue growth (of the participant's area of responsibility)
- ☐ Research funding growth (in the participant's area of responsibility)
- ☐ Other, please specify [Click here to enter text.](#)

ADDITIONAL INFORMATION

47. Do you have any program materials that you are willing to share with the researchers?

- ☐ Yes ☐ No

48. May our research collaborators at The GW School of Medicine and Health Sciences contact you to follow up on questions regarding the information you provided?

- ☐ Yes ☐ No

If so, please provide name and telephone number: [Click here to enter text.](#)

49. How could the AAMC provide support for leadership development programming at the national level? [Click here to enter text.](#)

50. How could the AAMC provide support for leadership development programming at the local level (on your campus)? [Click here to enter text.](#)