

## AFRICAN ACADEMIC LEADERSHIP ACADEMY: CURRICULUM OUTLINE

*Empowering **Africa's medical school deans** as visionary leaders for transformative medical education and population health equity outcomes*

This Leadership Academy is a one-year, hybrid professional development program designed to fully equip current and future deans of medical schools with the vision, tools, capabilities, and networks to lead **Africa's medical schools** into a new era of medical education and improved population health outcomes for the continent.

Through a combination of virtual learning, a one-week in-person residency, a leadership assessment tool, mentorship offerings, and applied institutional outcomes research, participants will explore the following leadership development topic areas:

- Foundational Principles of Academic Leadership
- Strategic Leadership and Successful Governance
- Change Management and Institutional Transformation
- Finance and Resource Management Principles for Academia
- Next Generation of Digital Transformation and AI in Education
- Research, Innovation, and Knowledge Translation Opportunities
- Health Equity Across Populations, including:
  - Population Health and Social Medicine
  - Gender, Sexual and Reproductive Health
  - Social determinants of health (SDOH)

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**PHASE 1: FOUNDATIONAL PRINCIPLES OF ACADEMIC LEADERSHIP**

<b>Competency Framework:</b>	Communication Strategies, Conflict Management, Self-Awareness, Team Building	
<b>Length:</b>	5 Months	
<b>Format:</b>	Hybrid: Self-Study & Live/Virtual	
<b>COURSE</b>	<b>FORMAT</b>	<b>MICRO-CREDENTIAL DESCRIPTION</b>
<b>COMMUNICATIONS AND TEAM MANAGEMENT MICRO-CREDENTIAL *</b>		
<b>Fundamentals of Academic Leadership: Communications</b>	Self-Study	Through five comprehensive courses, this micro-credential develops the essential interpersonal and emotional intelligence skills that enable leaders to drive results through people, create psychologically safe work environments, and foster collaboration across diverse personalities and professional backgrounds.
<b>Resolving Conflict</b>	Self-Study	Conflict is inevitable in healthcare settings, but how you navigate it determines team effectiveness and organizational culture. You'll learn to recognize conflict early within professional relationships, practice naming and clarifying conflicts constructively, and employ the BRAVING model of trust to build high-trust environments. Develop enhanced conflict competency through effective listening, boundary-setting, expectation management, and delivering feedback that changes behavior without damaging relationships.
<b>The Emotionally Intelligent Academic Leader</b>	Self-Study	Emotional intelligence becomes your foundation for managing disruptive behaviors and preventing burnout. Using personalized EQ assessment results, you'll devise strategies for behavior management that account for mental health factors and differing personality types. Learn both self-awareness techniques for analyzing challenging scenarios and systemic approaches to preventing and mitigating physician burnout—for yourself and your teams.
<b>Advanced Behavioral Management Strategies</b>	Self-Study	Advanced behavioral management skills prepare you to investigate professional behavior complaints, determine appropriate action steps, and integrate your leadership style into effective intervention strategies. You'll formulate proactive and reactive approaches that

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		address disruptive behavior while supporting the wellbeing of all team members.
<b>Building and Leading Effective Teams</b>	Self-Study	Explore team structures that produce results, understand how recruitment, selection, and even chronotypes impact team chemistry, and differentiate between coaching and mentoring approaches. Examine leadership frameworks for individuals versus teams and discover strategies that promote efficient teamwork and navigate change management successfully.
<b>Real-World, Action Plan/Project</b>	Self-Study	The micro-credential culminates in developing a comprehensive action plan where you'll apply these integrated skills to address a real communication, team management, conflict resolution, or behavioral challenge in your organization.
<b>Peer-to-Peer Online Course Learning Club</b>	Live/Virtual	This course club is a 1-hour, facilitator-led debrief session, designed to promote solution-oriented peer learning around the course content in the Communications and Team Management Micro-Credential.
<b>Supplemental Resources</b>	Articles Books Podcasts Recorded Webinars	<p>Articles:</p> <ul style="list-style-type: none"> <li>• Communication Techniques During and After Crisis</li> <li>• Harnessing the Power of Emotional Intelligence in Academic Medicine</li> <li>• Reckoning with the Past as Anti-Racist Physician Leader</li> </ul> <p>Books:</p> <ul style="list-style-type: none"> <li>• The Problem Employee: How to Manage the Employees No One Wants to Manage</li> <li>• Next-Level Healthcare Employees: Improving the Performance of a Good Team</li> </ul> <p>Podcasts:</p> <ul style="list-style-type: none"> <li>• Inspired Physician Leadership and Trends in Leadership Theory with Dr. Chuck Stoner</li> <li>• From Small Town to Surgeon General: Dr. Jerome Adams on Leadership, Public Health, and Trust</li> </ul>

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**PHASE 2: 1-WEEK LIVE EVENT**

<b>Competency Framework:</b>	Strategic Perspective, Governance, Technology Integration, Environmental Influences	
<b>Length:</b>	1 Week	
<b>Format:</b>	Live/Virtual	
<b>COURSE</b>	<b>FORMAT</b>	<b>DESCRIPTION</b>
<b>Strategic Leadership and Successful Governance</b>	Live /Virtual	<p>This highly interactive and engaging program prepares you to lead strategically while understanding the governance structures and processes for making strategic decisions, managing resources, and upholding the institution's mission, quality, and academic integrity.</p> <p>Key principles include accountability, transparency, and participation from stakeholders like faculty, staff, administrators, and students.</p> <p>This tool-driven course establishes both the mindset and skillset essential for leadership aligned with your organization's vision, mission, values, and strategic priorities. You'll master the three interdependent stages of strategy development—strategic thinking, strategic decision-making, and strategic planning—learning to analyze and interpret information, determine which strategies to pursue, and translate decisions into actionable plans.</p>
<b>Research, Innovation, and Knowledge Translation Opportunities</b>	Live /Virtual	<p>This course introduces you to the essential leadership skills needed to build and strengthen research capacity within institutions. You'll learn practical approaches to foster a culture of research excellence, support faculty investigators, and navigate the unique challenges and opportunities facing medical education. The course explores how to translate research findings into meaningful improvements in patient care, medical education, and community health outcomes. Through case studies, you'll develop strategies to secure funding, build collaborative partnerships, and position your institution to address pressing healthcare challenges while advancing the research mission of your medical school.</p>
<b>Next Generation of Digital</b>	Live /Virtual	<p>This course equips you with foundational knowledge to strategically integrate artificial intelligence and digital technologies into healthcare education. You'll explore the fundamentals of AI, learn to evaluate</p>

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<p><b>Transformation and AI in Education</b></p>		<p>emerging digital tools and platforms, and develop practical implementation strategies suited to medical education context. The course addresses both the opportunities and challenges of digital transformation, including issues of access, infrastructure, and faculty readiness. Through relevant case studies and hands-on examples, you'll gain the confidence to lead your institution's digital evolution, enhance teaching and learning outcomes, and prepare the next generation for an increasingly technology-driven healthcare landscape.</p>
<p><b>Health Equity Across Populations</b></p>	<p>Live /Virtual</p>	<p>This course is designed to aid academic leaders in developing a more comprehensive and actionable knowledge base around the following topics:</p> <ul style="list-style-type: none"> <li>• Population Health and Social Medicine</li> <li>• Gender, Sexual and Reproductive Health</li> <li>• Social Determinants of Health (SDOH)</li> </ul> <p>Using discussion, self-reflective inquiry, and interactive learning activities, this course will illuminate your awareness of both the complexity and scope of population health, equipping you with the perspectives and approaches to effectively lead in the healthcare setting with a deepened awareness of the impacts of population health factors on patient care.</p>
<p><b>Supplemental Resources</b></p>	<p>Articles Books Podcasts Recorded Webinars</p>	<p>Articles:</p> <ul style="list-style-type: none"> <li>• Physician Leadership Around the World</li> </ul> <p>Books:</p> <ul style="list-style-type: none"> <li>• Inspiring Growth and Leadership in Medical Careers: Transform Healthcare as a Physician Leader</li> </ul> <p>Podcasts:</p> <ul style="list-style-type: none"> <li>• Using AI to Enhance Clinical Decision-Making with Dr. Maria Granzotti</li> <li>• The Future of Medicine with Dr. Bertalan Mesko</li> <li>• A Seat at the Table: Sara Larch on Serving on a Board of Directors</li> </ul>

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<b>PHASE 3: INDIVIDUAL ASSESSMENT-DRIVEN COURSEWORK</b>	
<b>Competency Framework:</b>	Recommendations will be based on individual assessment results.
<b>Length:</b>	1 Month
<b>Format:</b>	Virtual/Asynchronous (Self-Study)
<b>2 COURSES FROM THE SELF-STUDY CATALOG</b>	

<b>PHASE 4: FINANCIAL MANAGEMENT, CHANGE MANAGEMENT, &amp; INSTITUTIONAL TRANSFORMATION</b>		
<b>Competency Framework:</b>	Financial Management, Adaptability, Healthcare Process	
<b>Length:</b>	6 Months	
<b>Format:</b>	Hybrid: Self-Study & Live/Virtual	
<b>COURSE</b>	<b>FORMAT</b>	<b>DESCRIPTION</b>
<b>FINANCIAL RESOURCES MANAGEMENT</b>		
<b>Fundamentals of Academic Leadership: Finance</b>	Self-Study	This comprehensive financial management course provides a solid understanding of key concepts and strategies for effective decision-making in independent practice settings and affiliated situations with hospitals and private equity. Topics include simplified financial statements, revenue cycle intricacies, expense and overhead management, ratios and benchmarking, types of financing, accounting methodologies, and provider compensation.
<b>Finance: Budgeting and Forecasting</b>	Self-Study	This course aims to give participants a comprehensive understanding of the budgeting process and its significance in financial planning and management within the healthcare industry. By utilizing budget planning worksheets and profit and loss statements tailored for medical groups, attendees will gain

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		practical techniques for creating precise budgets and forecasts to manage their financial resources effectively.
<b>Peer-to-Peer Online Course Learning Club</b>	Live/Virtual	This course club is a 1-hour, facilitator-led debrief session, designed to promote solution-oriented peer learning around the course content pertaining to finance and resource management.
<b>LEADING TRANSFORMATION IN HEALTHCARE MICRO-CREDENTIAL *</b>		
<b>Embracing Change</b>	Self-Study	This micro credential equips you with the frameworks, strategies, and practical tools needed to drive successful organizational changes in complex healthcare environments. Through six focused courses and a capstone action plan, you'll develop the skills to navigate resistance, align stakeholders, transform culture, and deliver results that improve both organizational performance and academic outcomes. This micro-credential includes over 30 hours of content, with all courses filled with actionable takeaways.  Beginning with Embracing Change, you'll explore the psychology of change and develop strategies for building personal and organizational resilience.
<b>Practical Principles of Change Management</b>	Self-Study	Practical Principles of Change Management introduces proven methodologies for planning, implementing, and sustaining change initiatives.
<b>Transforming Culture in Healthcare Organizations</b>	Self-Study	Transforming Culture in Healthcare Organizations addresses the deeper challenge of shifting mindsets, behaviors, and values across your organization
<b>Project Management Overview for Academic Leaders</b>	Self-Study	Project Management Overview for Academic Leaders provides essential skills for keeping transformation initiatives on track, on budget, and aligned with strategic goals.
<b>Leading Complex Organizations</b>	Self-Study	Examine the unique complexities of healthcare systems in Leading Complex Organizations, learning to navigate matrixed structures, competing priorities, and diverse stakeholder interests.
<b>Leading and Managing Strategic Change</b>	Self-Study	Leading and Managing Strategic Change brings the concepts of change management and leadership strategy together, focusing on

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		enterprise-level transformation that creates lasting competitive advantage.
<b>Real-World, Action Plan/Project</b>	Self-Study	The micro-credential culminates in developing a comprehensive action plan where you'll apply what you've learned to a real transformation challenge in your own organization.
<b>Peer-to-Peer Online Course Learning Club</b>	Live/Virtual	This course club is a 1-hour, facilitator-led debrief session, designed to promote solution-oriented peer learning around the course content in the Leading Transformation in Healthcare Micro-Credential.
<b>Supplemental Resources</b>	Articles Books Podcasts Recorded Webinars	<p>Articles:</p> <ul style="list-style-type: none"> <li>Lessons Learned After Implementing an Academic Faculty Leadership Program Over Seven Years</li> </ul> <p>Books:</p> <ul style="list-style-type: none"> <li>Next-Level Healthcare Leadership: Advanced Topics for Healthcare Administrators, Leaders, and Managers</li> </ul> <p>Podcasts:</p> <ul style="list-style-type: none"> <li>Is it a Good Idea or a Good Business Opportunity? A Discussion with Entrepreneur and Venture Capital Founder, Dr. Luis Pareras</li> </ul> <p>Recorded Webinars:</p> <ul style="list-style-type: none"> <li>Physician Entrepreneur and Founder: Leading Innovation with Vision, Building with Strategy</li> <li>Change Management Unchained: Essential Strategies for the Physician Leader</li> </ul>

### ADDITIONAL PROGRAM FEATURES:

1.	<b>SELF-IMPROVEMENT BASED ON ASSESSMENT RESULTS AND LONGITUDINAL LEARNING</b>
2.	<b>A COMMUNITY GROUP FOR PEER DISCUSSION WITHIN THE ONLINE PLATFORM</b>