

## AACP Certificate in Leadership Excellence for Academic Pharmacy (CLEAR) Program

### Module 1: Certificate Introduction: Logistics, Requirements, Mentors, and Best Practices

#### **Learning Objectives:**

1. List the steps required to meet the criteria to obtain the certificate.
2. Apply best practices for serving as a good mentee or mentor.
3. Formulate a plan for meetings and discussions using the mentor/mentee guide.

#### **Certificate Learning Outcomes:**

1. Identify an academic leader for mentorship to enhance your professional development.
2. Summarize key characteristics of positive leadership.
3. Discuss leadership styles, frameworks, and theories.
4. Demonstrate leadership skills focused on emotional intelligence and crucial conversation/conflict management communication.
5. Demonstrate leadership skills focused on management including time management, delegation, and running effective meetings.
6. Analyze common scenarios in academic pharmacy to apply leadership styles, frameworks, theories, and skills.
7. Formulate your personal leadership style and pathway for your professional career.

#### **Target Audience:**

Any faculty or staff member involved or interested in academic pharmacy. This certificate provides foundational leadership knowledge, skills, and attitudes for anybody that wants to enhance their leadership. It is widely applicable to many roles including junior or mid-career faculty or staff that lead everyday but do not have a formal leadership position. Additionally, faculty or staff that are newly appointed to a leadership role or have no experience in any formal leadership development would benefit from completing this certificate.

#### **Program Cost:**

AACP Members \$699

Non-Members \$899

\*Additional purchase of materials used in the program is also required

#### **Mentorship Overview**

Through this program, faculty or staff will identify a mentor within their own institution or another member institution. The identified mentor and the subsequent mentee-mentor relationship that is developed is a critical component to this certificate program.

#### **Mentor Eligibility:**

Qualified mentors must meet the following requirements:

1. Be an individual member of AACP.

2. Have at least 5 years of academic experience and preferably has experience as a mentor.
3. Submit a short letter of support (estimated at ½ to 1 page), highlighting your role and relationship with the mentee, any knowledge, experiences, and/or leadership you have been inspired by, along with agreement to participate in this certificate program, where necessary.
4. Agree to abide by the Mentor-Mentee guide, best practices, and suggested timeline.

**Certificate Topics (6.5 hours of didactic content, 8.5 hours of application content. Should take about 16 hours to completion)**

<b>Modules</b>	<b>Topic Category</b>
Module 1: Certificate Introduction: Logistics, Requirements, Mentors, and Best Practices	Introduction
Module 2: Introduction to Leadership: Everyone is a Leader	Introduction
Module 3: Six Basic Leadership Styles	Leadership Framework/Theories
Module 4: Foundational Leadership Theories	Leadership Framework/Theories
Module 5: Five Practices of Exemplary Leadership	Leadership Framework/Theories
Module 6: Emotional Intelligence	Leadership Skill
Module 7: Crucial Conversations and Conflict Management	Leadership Skill
Module 8: Delegation and Time Management	Leadership Skill
Module 9: Running an Effective Meeting	Leadership Skill

**Core Certificate Components:**

<b>Component</b>	<b>Required for Certificate</b>	<b>Additional Information</b>
Time for Completion	To obtain the certificate and corresponding digital badge participants will satisfactorily complete all certificate requirements in one calendar year from date of enrollment	If participants do not complete all requirements within 1 calendar year, they will not receive the official digital badge certificate. However, they are encouraged to continue to learn and complete certificate components within 3 years or the course expiration date (whichever comes first).
Prerequisite	CliftonStrengths Available to purchase on the <a href="#">Gallup website</a> .	This is not a stand-alone module in the certificate but is a useful and widely accepted framework that many organizations and leaders use. If you have

		not completed this assessment previously, do so before starting the program.
Required materials	<p><a href="#">Emotional Intelligence 2.0 book and EQ Assessment</a></p> <p>Thomas-Kilmann Instrument Available to purchase on the <a href="#">website</a>.</p>	The assessment can only be completed with an access code you receive when the book is purchased. Purchase the book anywhere books are sold.
Mentor	<p>Participant must identify one Leadership Mentor and both parties must agree to all roles and responsibilities.</p> <p>Quarterly meetings between the participant and mentor are required to discuss key components of the certificate program including a review of the participants application activities and reflections.</p>	If requirements for the digital badge and certificate are not met, but the participant and the mentor would like to continue their mentor-mentee relationship and use the materials within the 3 years or the course expiration date, that is acceptable.
Assessments	<p>Completion of all assessments will be required to receive the digital badge certificate.</p> <ol style="list-style-type: none"> <li>1. Assessment questions at end of each module.</li> <li>2. Completion of all required application activities in the modules.</li> <li>3. Written reflection at entry/exit and specific reflections for application activities for the modules.</li> </ol>	Passing scores are required for all assessments to progress and to receive the certificate.
Continuing Education Credits	<p>Completion of the entire certificate will result in CE credits from ACPE for certificate-based programs.</p> <p>If the certificate is not completed, participants can receive home-study CE credits for individual modules completed.</p>	

Supplemental	<p>These are not required, but are highly encouraged activities to further leadership development and apply concepts from the certificate:</p> <ol style="list-style-type: none"> <li>1. Complete the Leadership Practices Inventory (LPI) 360 Assessment.</li> <li>2. Join a pharmacy association's Leadership Special Interest Group, such as AACP's Leadership Development (LD) SIG and participate in a book review, book club, or journal club.</li> <li>3. Review the Leadership Resources document and select 3 resources to review.</li> </ol>	
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### Mentor's Roles and Responsibilities

- Respect each other, be honest, and open to learning from one another.
- Be professional at all times when communicating.
- Invest your time in building a strong mentor-mentee relationship.
- Maintain confidentiality in any information that is shared with each other.
- Be supportive to the mentee and provide guidance to help the mentee advance in their career pathway.
- Create a great example of professionalism and leadership through your mentorship.
- Challenge the mentee to step out of their comfort zone.
- Facilitate discussion with the mentee on career growth, professional development, personal development, networking, and reflections.
- Review and complete the required evaluation and documentation requirements for all of the mentee's application activities and assessments.
- Meet with your mentee once a quarter in person or virtually (1-hour each):
  - Recommended schedule (space them ~3 months apart) from the time the mentee enrolls into the program:
    - Meeting 1
      - Discuss Module 1 and 2
    - Meeting 2
      - Discuss Module 3,4, and 5
    - Meeting 3
      - Discuss Module 6 and 7
    - Meeting 4
      - Discuss Module 8 and 9

- Meeting 5
      - Final program reflections and 360 feedback.
    - Before each meeting please review the application activities submitted by your mentee and complete the corresponding evaluation
  - Submit a mentor attestation form completing the requirements of this program:
    - Completion of all the online learning modules
    - Satisfactory completion of learning activities (based on evaluation rubric) and reflection/discussion with the mentee.
    - Followed the recommended schedule to meet with your mentee.

### **Mentee's Roles and Responsibilities**

- Respect each other, be honest, and open to learning from one another.
- Be professional at all times when communicating.
- Invest your time in building a strong mentor-mentee relationship.
- Maintain confidentiality in any information that is shared with each other.
- Communicate with your mentor openly to share your skills and career goals.
- Take a proactive approach in scheduling meetings with your mentors, asking questions, completing assignments, and preparing for meetings.
- Listen to the feedback from your mentor, share your feedback as well to be successful in receiving and giving feedback.
- Schedule meetings to meet with your mentor once a quarter in person or virtually (1-hour each):
  - Recommended schedule (space them ~3 months apart) from the time the mentee enrolls into the program:
    - Meeting 1
      - Discuss Module 1 and 2
    - Meeting 2
      - Discuss Module 3,4, and 5
    - Meeting 3
      - Discuss Module 6 and 7
    - Meeting 4
      - Discuss Module 8 and 9
    - Meeting 5
      - Final program reflections and 360 feedback.
- At least 2- weeks prior to the scheduled meetings with your mentor, complete and submit the following to your mentor, along with creating an agenda for the quarterly meetings:
  - View the online modules.
  - Complete the application activity created for each module, if applicable.

### **Formative Application Activities for Mentee to complete Prior to First Mentoring Meeting**

For the first meeting:

- Read - AJPE Article: The Mentor-Protégé Relationship, Stuart Haines and [Introduction to Mentoring: A guide for mentors and mentees](#)
  - Verbally provide reflection and key takeaways on how you will apply these concepts to your mentor-mentee relationship when meeting with your mentor.
- Share your StrengthsFinder results with your mentor and ask your mentor to do the same. Create a document highlighting the following for you and your mentor to use:
  - Strengths of the mentor
  - Strengths of the mentee
  - How do each of you utilize your current strengths?
  - Are there strengths that can complement one another? If yes, which ones and how?
  - Are there strengths that are underutilized? If yes, how can they be utilized regularly?
- Set up expectations of mentor-mentee relationship, goals, timeline, and schedule.
  - Create an expectations document for you and your mentor to use:
    - Expectations are always a two-way street.
    - Convey the big picture.
    - Articulate boundaries
    - Use this document during your meetings with the mentor.
- Use the following example of how to effectively conduct a meeting, to drive your meetings with your mentor:
  - Follow the recommended schedule and set up recurring meetings on the calendar. You will meet a minimum of 5 times during the calendar year.
  - Create a document that you and your mentor will use to create an agenda for your meetings.
  - Prepare agendas at least 4 days prior to your meeting and get feedback from your mentor to add any additional agenda items.
  - During the meeting, follow the agenda that has been created to add any notes from your discussions. This can be tasks, to-dos, reflections, anything relevant and applicable to your conversations.
  - After the meeting, regularly communicate with your mentor regarding updates on your assignments, questions you may have or other aspects of mentorship you may need.