Update
6 Month Dashboard Metrics

Submitted by Kelli Brooks, Lance Evans & Caryl Hess
August 2016
Executive Summary

- 6 research-based authentic leadership development competencies are driving our curriculum
- Wise investment of financial resources has reduced spending
- Effective longitudinal programs are creating a pipeline of authentic leaders
- Cohort-based On the Road courses take the learning to the learner
- Marketing campaign is needed for Crucial Conversations and On the Road courses
- There are revenue generating opportunities
The foundations for all curriculum development, cohort learning and program assessment are 6 research-based, authentic leadership competencies:

1. Teamwork
2. Emotional Intelligence
3. Business Acumen
4. Professionalism
5. Communication and Collaboration
6. University and Health System Culture
Competency Emphasis by Overall Programming

- Teamwork: 16% (2015) vs. 17% (2016)
- Emotional Intelligence: 12% (2015) vs. 17% (2016)
- Business Acumen: 10% (2015) vs. 7% (2016)
- Professionalism: 21% (2015) vs. 17% (2016)
- AU & AU Health Culture: 18% (2015) vs. 22% (2016)

‡ = July through December 2015
* = January through June 2016
Reduced Spending with Increased Participation
Program Participants by Unit Over 6 Months

Definitions: Enterprise = Mixed audience; University = All colleges; Hospital = Health System; External = Beyond AU and AU Health System

Cost per participant $322.94 (calculated using all personnel and non-personnel expenses).

Well below national standards.

‡ = July through December 2015
= January through June 2016
† = Over the last 12 months
YTD 15-16 Expenditures by Audience

**Definitions:**  
- **Enterprise** = Mixed audience;  
- **University** = All colleges;  
- **Hospital** = Health System;  
- **External** = Beyond AU and AU Health System

* University, Hospital and External Audiences were not tracked separately in 2015. Thus, the $0 entries.
Effective Longitudinal Programs

Pipeline I – Leading Self
Pipeline II – Leading Others
Women Leaders Pipeline - Leading Self and Within the Organization
The longitudinal Pipeline Programs continue to be a success, with metrics indicating a consistent pattern of interest, increased learning and high levels of satisfaction.

**Updates:**

- The Pipeline series will include a **Women Leaders Pipeline**, beginning on **October 28, 2016** that will focus on women and their careers. 15 physicians, dentists and research scientists were admitted into the pilot.
- A pre/post program evaluation of Pipeline I and II indicated that these programs are highly rated and participants experience significant learning and behavioral change related to leadership development at the p<0.05 and p<0.01 levels (see Scholarship slide for an associated manuscript currently under review).

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**---Steve Goldberg, MS**

In my 25+ years of professional work experience, this has been by far, the best internal company training I’ve ever attended. I am excited to take what I’ve learned and accumulated during that last couple of months and apply these experiences in both my professional and personal life.

---Michelle Bryan, PhD

I just wanted to express my gratitude for this program. It is amazing, and I am so happy that you’ve provided this space for us to grow – this is such a gift. This program is one of the best aspects of my job at AU.

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Pipeline I Program Participants vs. Applicants

- 2014: Participants 21, Applicants 21
- 2015: Participants 27, Applicants 52
- 2016*: Participants 24, Applicants 36
- Total: Participants 72, Applicants 109

Pipeline I Program Ratings

- Impact on Leadership Development:
  - 2014: 4.8
  - 2015: 4.7
  - 2016*: 5.0

- Recommend to Colleague:
  - 2014: 21
  - 2015: 72
  - 2016*: 109

* = January through June 2016
Note: Pipeline II first offered 2016
Cohort-based On the Road Courses
The On the Road program provides one to two hour leadership development courses to AU and AU Health units and departments in their native environments. Metrics indicate consistently high levels of satisfaction.

**Updates:**
- The On the Road program has been expanded from 12 to 14 courses. 2 more courses are in development.
- The On the Road courses have been delivered in a variety of settings, such as Grand Rounds, department meetings and special programs, and to a variety of audiences, including administrative units, IT professionals, physician and nursing personnel, students and residents.
- A more effective marketing campaign is needed.

I wanted to say thank you for leading today’s session. It was a great topic that allowed for thoughtful reflection and discussion. Your presentation was well prepared, engaging and provoking. Well done!

--J Chad Knight, MSHA, FACHE
On the Road Participants

- 2015‡: 366
- 2016*: 263
- Total†: 629

Average Course Rating on 5-Point Scale

- 2015‡: 4.7
- 2016*: 4.7
- Total†: 4.7

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On The Road Participants by Unit

Definitions: Enterprise = Mixed audience; University = All colleges; Health = Hospital System

- **Enterprise**
  - 2015: 52
  - 2016: 28

- **University**
  - 2015: 303
  - 2016: 75

- **Hospital**
  - 2015: 11
  - 2016: 160

- **Total**
  - 2015: 366
  - 2016: 263

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Strategic Stretch...Revenue Potential
We bring collaborative, coordinated and customized learning experiences to meet the leadership and professional development needs of internal AU and AU Health units and departments, as well as to external organizations.

Internal AU and AU Health Units and Departments:
- AU Athletics: Leadership Academy 2016 Summit
- Department of Anesthesiology & Perioperative Medicine: Smart & Lean Workshop

External Organizations:
- Leadership North Augusta: Storytelling
- Leadership Augusta: Leading Yourself & Leading Others
**Number of Special Programs**

- **2015‡**: 7
- **2016***: 7
- **Total†**: 14

**Special Programming Educational Impact**

(see note below)

- **2015‡**: 281
- **2016***: 435
- **Total†**: 716

**Average Special Program Rating on 5-Point Scale**

- **2015‡**: 4.7
- **2016***: 4.6
- **Total†**: 4.7

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**Note**: Educational Impact = # of faculty presentations x # of participants
Special Programming by Unit

Definitions:  
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- External = Beyond AU and AU Health System

<table>
<thead>
<tr>
<th>Unit</th>
<th>2015‡</th>
<th>2016*</th>
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<tr>
<td>Enterprise</td>
<td>112</td>
<td>0</td>
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<tr>
<td>University</td>
<td>166</td>
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<tr>
<td>Hospital</td>
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<td>213</td>
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<tr>
<td>External</td>
<td>62</td>
<td>56</td>
</tr>
<tr>
<td>Total</td>
<td>435</td>
<td>281</td>
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In collaboration with AU Workforce Development, we offer one- and two-day Crucial Conversations® workshops by in-house certified professionals that fosters open dialogue around high-stakes, emotional, or risky topics.

Select Participant Comments:

- “The instructors were great and each clearly demonstrated their knowledge of the subject.”
- “Topic and outline was clear. Very practical and useful information. Great topic to discuss!”
- “I liked how interactive the training was. This course will assist me in how I navigate conversations with patients, peers, and staff.”
- “All departments should insist that this course be budgeted so that it can be distributed enterprise-wide!”
Crucial Conversations® Participants

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<tr>
<th></th>
<th>2015‡</th>
<th>2016*</th>
<th>Total†</th>
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<tbody>
<tr>
<td></td>
<td>19</td>
<td>15</td>
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Average Course Rating on 5-Point Scale

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<th></th>
<th>2015‡</th>
<th>2016*</th>
<th>Total†</th>
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<tbody>
<tr>
<td>Rating</td>
<td>5.0</td>
<td>4.8</td>
<td>4.9</td>
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As a service to the AU and AU Health, Caryl and Lance offer a variety of consulting services to individuals, departments, and units related to leadership, career development, faculty development, and executive coaching.
Technology Reach

User Profile (helpful for marketing campaigns):

- Female, between the ages of 55 and 64 who are primarily on the Health Sciences campus
- Pages visited most often include: home, catalog, curriculum, and women leaders
- Most email inquiries relate to office services and support, in particular, the Hay Group 360 and executive coaching


5. Grant Collaborations involving Mentoring by Hess, CA:
   - DOD OCRP OC140582 (Maihle, PI), 09/01/2015 – 08/31/2020
   - OCRP Ovarian Cancer Academy – US Army Medical Research Acquisition Activity (USAMRAA) *The Ovarian Cancer Academy 2015-2020: A Team-Based Approach Involving Mentoring*
   - NICHD K12085817 (Diamond M; PI, Maihle N; Research Director), 07/01/2015 – 06/30/2020
     Women’s Reproductive Health Research Career Development Program Involving Mentoring
   - R25 HL106365 (Pace B; PI, Maihle N; Co-I, Co-Director), 09/01/2014 – 08/31/2018
     *PRIDE – Functional and Applied Genomics of Blood Disorders*
     To develop a career development program with mentoring for early career investigators from under-represented groups within the biomedical sciences