Enhance your leadership globally with

Global Academic Leadership Fellows Programme (GALFP)
GALFP is a unique partnership programme between American Association of Colleges of Pharmacy (AACP) and FIP Academic Institutional Membership (AIM). GALFP supports and contributes to the development of leaders in academic pharmacy and this year it will be launched for FIP AIM Members in the Eastern Mediterranean Region.

**Programme overview**

The American Association of Colleges of Pharmacy (AACP) and the International Pharmaceutical Federation (FIP) are joining forces to develop a unique global leadership development programme — the Global Academic Leadership Fellows Programme (GALFP) — for pharmacy schools that are part of FIP’s Academic Institutional Membership (AIM).

The FIP AIM is the only global platform for pharmacy schools and academic pharmacy leaders to enhance leadership development, networking and knowledge sharing. The GALFP was developed in response to the needs of these academic institutional members and is based on the AACP’s successful and highly acclaimed Academic Leadership Fellows Programme (ALFP), now in its 16th year.

The GALFP is a two-year programme designed to develop promising pharmacy faculty for roles as future global leaders in academic pharmacy and higher education. The programme is for:

- Academic pharmacy leaders seeking to broaden their leadership skills and international perspectives;
- Deans early in their careers and who wish to broaden their leadership and management skills;
- Faculty members interested in paths to academic leadership.

The GALFP focuses on the study and application of leadership theory and the attainment of leadership competencies based on integrity, ethics and teamwork. It facilitates the expansion of relationships with peers and colleagues in other institutions as well as within the college and university. Fellows start on their leadership paths with a new understanding of personal potential; talent and leadership strengths; and skills and management tools that allow them to step up to challenges.

The programme includes:
- In-depth leadership theory and philosophies
- Team building
- Understanding of self and peers
- Personal and interpersonal competencies for leadership
- Practical management responsibilities of an academic pharmacy administrator
- Administrative competencies of an academic pharmacy administrator
- Leading change and innovation
- Extensive use of case studies

Participating institutions invest both financial and personnel resources in the programme. Participating institutions make a commitment to ensure the programme is successful for the nominee by assigning them a mentor. The mentor assists this fellow in discovering and developing individual leadership/management potential and a perspective of academic leadership at the college/campus level.

The GALFP content is delivered via recorded presentations, interactive group collaboration webinars, group projects and live FIP and AACP congress sessions. Most modules will include case studies requiring fellows to think critically and use the leadership skills covered. After each module fellows will attend a webinar, interacting with the content expert to explore and discuss content and cases.

The GALFP learning objectives include:

1. Reflect on individual strengths and create a plan for implementation in a leadership capacity;
2. Analyse and evaluate leadership theories, philosophies and apply those theories through case studies;
3. Incorporate communication styles, strengths, emotional intelligence and other knowledge into creating an executive presence;
4. Study and apply concepts of diversity, inclusion, culture and wellness;
5. Develop essential leadership skills such as strategic planning, human resource and financial management;
6. Understand the strategies for leading change in a team-oriented environment;
7. Explore global public health and policy priorities critical to pharmaceutical and higher education;
8. Become a global advocate for the development of the pharmacy profession.
**Registration**

**WHO SHOULD APPLY?**
- Individuals proficient in reading, writing and speaking English;
- Individuals affiliated with a faculty/school that is an FIP Academic Institutional Membership (AIM) member from World Health Organization’s (WHO) Eastern Mediterranean Region (Please visit the WHO website to see if your country is included: [http://www.emro.who.int/countries.html](http://www.emro.who.int/countries.html));
- Individuals committed to enhancing leadership skills through participation in online recorded content, live webinars and regional conference calls;
- Individuals able to attend the FIP World Congress of Pharmacy and Pharmaceutical Sciences 2020 and the AACP Annual Meeting 2021

Absence or failure to complete the required activities and assignments may result in dismissal from the GALFP and loss of tuition.

**WHAT IS THE VALUE OF A GLOBAL ACADEMIC LEADERSHIP FELLOW TO YOUR INSTITUTION?**

Academi cians who nominate a member of their faculty to participate in the GALFP take an important step in developing a promising leader who will be prepared to make significant contributions to:

- Academic pharmacy
- Their home institution
- The fellow’s career

**What is the tuition fee?**
The tuition fee for the GALFP 2020-21 Cohort 1 is $7,500.00 USD. The fee covers access to the GALFP platform, all virtual meetings, registration for the FIP World Congress of Pharmacy and Pharmaceutical Sciences 2020 (including the Global Academic Leaders Forum) and the AACP Annual Meeting 2021 for in-person training, lunch and coffee breaks during the in-person meetings, two social dinners at each live event, the graduation ceremony, and textbooks and materials, including Clifton Strengths and chapters from Emotional Intelligence 2.0. The fee does not cover accommodation or airfare costs to attend the in-person meetings or meals other than those mentioned above. The personal expenses are expected to be $3,500.00 USD. The expected total cost including programme fee and personal expenses is $11,000.00 USD.

How can applications be submitted?
Please visit [http://aim.fip.org/galfp/](http://aim.fip.org/galfp/) to submit your application online.

The application period begins on 1 February 2020 for the GALFP 2020-21 Cohort 1. The deadline for applications is 4 March 2020, and the GALFP begins in April 2020.

Applicants must submit:
1. A letter of intent, describing history of leadership/management experiences, future career goals and expected learning objectives through the GALFP;
2. A current CV;
3. A letter of recommendation from the dean/head mentor, describing the nominee’s competencies/talents and potential for leadership, explaining why nominee should become a Global Academic Leadership Fellow, and setting out the mentoring plan developed with the nominee.

**Before submitting an application, the dean/head must meet with the nominee to:**
1. Develop a mentoring plan based on the GALFP with the potential fellow, which will provide learning experiences regarding the strategy and operations of academic pharmacy and higher education within the college/school and the parent institution that he or she would otherwise not experience;
2. Agree to mentor the nominee or identify a co-mentor within the institution or at another college or school of pharmacy;
3. Discuss adequate time release from the nominee’s faculty/administrator duties to pursue activities associated with the GALFP, including development activities at the home institution;
4. Arrange a schedule of meetings throughout the programme to discuss GALFP activities, professional goals, and lessons learnt through participation in governance at the home institution, and;
5. Commit to provide or seek financial support for the nominee for participation in the GALFP, including tuition, travel, lodging and personal expenses.

If you have any questions, please contact [aim@fip.org](mailto:aim@fip.org).

**3 Sessions overview**

The GALFP seeks to cover four main themes:
1. Leadership discovery (self and teamwork)
2. Leadership skills for higher education
3. Leading change in higher education
4. Refining self and current trends

Leading experts from the region and around the world will deliver a high-quality leadership programme to future Global Academic Leadership Fellows over two years. Confirmed GALFP speakers include:

- Ryan Darby / CEO, HabitTechnologies.com/MondaysStrong.com, USA
- Ghaleb A. El Refae / president, Al Ain University, United Arab Emirates
- Khairi Mustafa Salem / dean, College of Pharmacy, Al Ain University, UAE
- Todd D. Sorensen / associate dean for strategic initiatives & innovations, Department of Pharmaceutical Care & Health Systems, University of Minnesota, College of Pharmacy
- Mohammad Rahal / dean, School of Pharmacy, Lebanese International University, Lebanon
- Sherief Ibrahim Mohamed Ahmed Khalifa / dean, College of Pharmacy, Gulf Medical University, UAE
- Rula Darwish / professor, Faculty of Pharmacy, University of Jordan, Jordan
- Ralph Altiere / dean, Skaggs School of Pharmacy and Pharmaceutical Sciences, University of Colorado, USA
- Gayle A. Brazeau / dean, School of Pharmacy, Marshall University, USA
- Pierre Moreau / dean, Faculty of Pharmacy, University of Kuwait, Kuwait
- John A. Pieper / president, St. Louis College of Pharmacy, USA

**GALFP COHORT I 2020 Programme**

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<th>April</th>
<th>Welcome to the Global Academic Leadership Fellows Programme</th>
<th>Recorded content</th>
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<td>May</td>
<td>Leadership theory and philosophies (Parts 1 and 2)</td>
<td>Recorded content</td>
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<tr>
<td>June</td>
<td>The value of the adaptive leadership framework (Parts 1 and 2)</td>
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<td>July</td>
<td>Adaptive leadership (Discussion)</td>
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<td>July</td>
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<td>Understanding your emotional intelligence (Parts 1 and 2)</td>
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<td>Emotional intelligence (Discussion)</td>
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<td>October</td>
<td>Part 1 – Creating a strategic plan, vision and mission</td>
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<td>Part 2 – Empowering and delegating to others</td>
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<td>December</td>
<td>Strategic planning and empowerment (Case studies)</td>
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**GALFP COHORT I 2021 Programme**

| January | Developing and implementing change | Recorded content |
| February | Developing and implementing change (Discussion) | Recorded content |
| March | Methods to lead innovation (Discussion) | Recorded content |
| March | Human resource management (Parts 1 and 2) | Recorded content |
| April | Human resource management (Discussion) | Recorded content |
| May | Understanding and managing conflict (Discussion) | Recorded content |
| May | Creating budgets and other financial considerations (Parts 1 and 2) | Recorded content |
| June | Creating budgets and other considerations (Discussion) | Recorded content |
| 21-22 July | Human resource case studies, interacting with pharmacy leadership and the future of pharmacy education, budget and finance case studies, conflict resolution case studies | In-person and graduation ceremony |
4 Role descriptions

Global Academic Leadership Fellows Programme
Fellow role description

Definition
A GALFP Fellow is an individual accepted into the GALFP leadership programme.

Aims
The aims are to:
- Develop leadership competencies
- Foster attitudes and behaviours that characterise and relate to humanity.
- Actively seek out role models and desire to develop new knowledge and skills.
- Be willing to cast aside history, expectations and assumptions in order to create your own modern leadership style.
- Aspire to move others toward a shared vision within your organisation.

Connections
Connections will be strengthened with a leadership coach. Regular meetings and informal get togethers from Day 1 are encouraged.
- Connection with a group of fellows will allow exploration of values, theories, concepts and actions.
- Leadership facilitators are colleagues from higher education or health professions education who will provide advice and guidance throughout the GALFP and will work with your local leadership mentor to enable you to grow according to your plan of development. Additional connections will be made as you advocate and connect to community for outreach and activism.

Programme requirements
- Affiliated to an FIP AIM institution.
- In a position to accept leadership responsibilities.
- Ethics and values consistent with FIP AIM and AACP.
- Minimum 5-year relationship with the leadership mentor.
- Assurance of time release to engage in group project, and other leadership projects within the school or university as part of the GALFP.
- Funding and ability to attend two multiple-day, in-person leadership skills enabling the fellow to pursue professional, project and personal goals throughout the year.

Typical activities
- Creates a personal leadership development plan, and institutes reading, advocacy and networking related to that plan.
- Attends and actively participates in live webinar sessions during the programme.
- Schedules meetings (formal and informal) with leadership mentor and plans for those meetings providing topics and discussion agendas or sharing that responsibility with the leadership mentor.
- Improves and/or develops modern leadership attitudes and behaviours related to human interactions, including ethical leadership.

Global Academic Leadership Fellows Programme
Mentor role description

Role
The mentor is a senior colleague who serves as role model and coach to an individual fellow in a formal relationship. A mentor should create an environment that dissolves the limitations of history, expectation and assumption. The mentor, when permissible, includes the fellow in activities that advance leadership skills enabling the fellow to pursue professional, project and personal goals throughout the year.

Aims
The aims are to:
- Coach the fellow through activities specific within the GALFP.
- Encourage the fellow to find opportunities within the school/college and institution that further their knowledge.
- Provide opportunities within the mentor’s network that empowers the fellow to practise and gain leadership competency.
- Encourage advocacy for community, innovation and support of the profession of pharmacy and advancement of health care.

Connections
The connection between leadership mentor and fellow is important. This ongoing relationship throughout the programme is necessary for the fellow to have the freedom to explore new ideas and test out theories and practice before putting ideas into play. It is highly encouraged that the mentor establishes connections with the leadership facilitator for the purposes of an ongoing dialogue about the topics and discussions in the GALFP and higher education. When necessary, the leadership mentor and facilitator should strategise on the best use of the fellow’s time and activities in order for the fellow to gain the most from the programme.

Knowledge and experience
- Values and ethics consistent with the FIP AIM and AACP.
- Leadership position in higher education, health professions education or organisation serving members in healthcare professions.
- Knowledge of leadership theory, practice and implementation.
- Willingness to explore his/her own leadership role, and to coach the fellow through the development of new knowledge and skills.
- Assist the fellow in developing a new network of contacts.
- Access to university/leadership and government representatives for advocacy and activism outreach.

Typical activities
- Reviews the goals and topics of the GALFP.
- Assists prospective fellows with application and development of personal goals for growth.
- Develops a programme of study for the GALFP experience, including goals, topics, individuals and titles for meetings, and a schedule of ongoing meetings.
- Assists the fellow in networking within higher education, health professions education and pharmacy education.
- Assists the fellow in determination of how his/her participation in the GALFP will impact the school/college and/or institution.
- Available for discussion with leadership facilitator during the programme of study.

5 Suggested institutional discussions and activities

The success of fellows participating in GALFP is the sharing of practical knowledge and experience with the home institution mentor. The following are suggested topics representing areas for discussion throughout the programme and beyond.

Topics for discussion
- Principles and basics of leadership
- Policy and governance: University considerations
- Legal issues in higher education
- Advancement activities
- Human resource management
- Strategic planning
- Conflict management
- Advocacy at the local and national level
- Budgeting and finance considerations
- Fundraising
- Development of a five-year leadership plan
- Self-awareness and knowing self
- Faculty and staff wellbeing
- Leading versus managing
- Empowerment and delegation
- Work/life balance
- Vision and mission: creating understanding, buy-in and shared view
- Changing your lens: /me to us/we
- Politics versus policy: how they influence each other
- Leading an organisation within an organisation
- When to lead and when to listen