C - CHANGE MENTORING & LEADERSHIP INSTITUTE

Culture Change in Academic Medicine

C-CHANGE MENTORING & LEADERSHIP INSTITUTE
FOR MIDCAREER FACULTY
2027

Offered by:

C-Change
The Heller School for Social Policy and Management
Brandeis University

Institute Director:

Linda Pololi, MBBS, FRCP(hon)

It is with great pleasure that we invite applications to the *C-Change Mentoring & Leadership Institute©* specifically geared to the needs of all midcareer faculty in academic medicine. This one-year Fellowship program will start in **March 2027**.

Overview

Mentoring and career planning for midcareer and senior faculty and those in leadership roles is often overlooked. The majority of faculty at U.S. medical schools report mentoring to be infrequent or inadequate. To address this need, while avoiding some of the well-documented issues with traditional one-to-one mentoring, our registrants will be deeply immersed in a facilitated group peer mentoring process, which has proven to be highly and reliably effective for all faculty that participate. The Institute will energize faculty for success in their professional careers and be of value for those already in leadership roles, as well as those considering such responsibilities.

As C-Change Fellows, faculty participants will work closely with a group of diverse peers from different academic institutions. Both well-represented and historically underrepresented faculty will experience the benefits of working and learning within a diverse group of peers, and will be positioned for leadership and career advancement. The yearlong course will convene in person for four two-day quarterly intensive and enjoyable meetings in coastal Rhode Island.

Eligibility of Participants

- Midcareer and senior faculty in academic medicine desiring to advance their careers and enhance their leadership skills and roles
- MD, PhD, or equivalent advanced degree

Physicians and scientists from all departments in academic health centers are welcome to apply. We encourage the participation of colleagues from the same institution or department. Participation will be limited to no more than 14 faculty. To be selected for admission to the C-Change Fellowship, applicants must commit to attend all eight session days.

C-Change Mentoring & Leadership Institute Dates

March 3 and 4, 2027
June 9 and 10, 2027
September 22 and 23, 2027
December 8 and 9, 2027

Institute Objectives

Participating faculty will:

- Collaborate in a yearlong group peer mentoring experience for career development that is closely aligned with personal core values
- Experience a lively, inclusive and trustworthy culture of learning, creativity and scholarship
- Receive guidance for career fulfillment and advancement
- Construct a personalized individual academic development plan to successfully achieve career and personal goals
- Develop skills in leadership, team-building, collaboration, mindfulness, meaningful dialogue, fostering inclusion, and other skills crucial for those seeking a greater leadership role in research, education, or health services
- Develop skills for mentoring others

Institute Structure and Design Principles

This mentoring Institute is designed as a learning community that emphasizes peer consultation and sharing of perspectives and expertise. During each intensive daylong session, the group of participating Fellows will engage in a structured process of career planning and development, as well as learn skills in key areas for career advancement. Meetings are designed to embody characteristics of the culture needed in medical schools to support relationship formation, alignment of personal core values and professional goals, and the development of fulfilling careers. The facilitated group process will be characterized by non-hierarchical peer relationships and self-direction. The sessions will employ varied learning methods, and innovative dialogue strategies.

Each C-Change Fellow will be guided through the steps of formulating a written personal Academic Development Plan that will include long and short-term objectives, and how to accomplish the identified goals. Participants will not only learn skills relevant to their careers, but also have the opportunity to experience new learning methods and mentoring skills they can utilize in their work.

Hear from former C-Change Fellows

- *"I can't thank you enough. Your program is honestly life changing and I have learned so much from your truly holistic approach. It also taught me to trust myself and to ask what I want."*
- *"This program is so empowering and not just in theory but in practice as well – I have the tools to go forward."*
- *"I have a 10 year goal… what do I need to do, what are the steps, how do I need to keep myself accountable. … It showed me the footprints of the next part of my career."*
- *"Seeing the threads throughout and how all the puzzle pieces fit together has been amazing. The scope of what we were all able to accomplish in those 8 days is really amazing. I will value this experience forever and am very grateful for having had the opportunity to participate."*
- *"As a white man, after developing the Academic Development Plan, it was much easier for me to think through problems that I was facing in my research and to prioritize what was most important in my academic development."*
- *"It is heartening to know that there are colleagues searching as I am searching - for meaning, a sense of purpose that is bigger than what I routinely encounter or derive from day-to-day work."*
- *"The C-Change Institute has been an eye opener. I learned to look inside myself to get to know me better and appreciate myself for who I am (strengths and weaknesses). The exercise of listening and prioritizing values, and matching the values with my goals was very useful in defining what I wanted to do for the rest of my career path."*
- *"It has definitely increased my vitality. I feel empowered to reflect and to look ahead."*
- *"Participating in the C-Change Institute injected me with vitality. I enjoyed my time, the change of me along with the recognition of new possibilities. I learned about the fulfillment, joy, looking forward to the work… in association with the exchange of ideas, taking risks and going "all-in" on the task at hand."*
- *"I grow a deeper awareness and appreciation for diversity: less abstract, more tangible. I have stories and faces to draw upon."*
- *"Peer mentoring has been a revelation. This is a much more powerful model."*
- *"The guided and structured approaches to identify core values and strengths and the many reflective exercises have given me a much better understanding of misalignments in the past and a lot of ideas to pursue to achieve a much better integration."*
- *"I feel a part of something bigger than just what is going on at my local institution."*
- *"I already had a keen awareness of "diversity," more so from the experiences of an under- represented minority. However, I was exposed to a different type of diversity. One of thoughts, concerns, experiences, rooted in geographic and racial background."*
- *"It has increased my vitality even during a challenging time in my career. Knowing that I had a supportive group with whom I could share my challenges gave me the strength to stand up for myself, stay true to my values, and to make decisions to protect myself and preserve my integrity."*
- *"The aspect of C-Change that most impacted me are the concept of there being an "experience" rather than just didactics. I never learned like this before. The classical model of lecture, question, memorize has been the way I learn and teach. This full experience model of teaching and learning were quite impactful."*

- *"I felt isolated and found limited joy in my work. With this in mind, I found C-Change incredibly helpful in pulling myself away from survival mode and into planning mode. While I did not accomplish everything I hoped for, I accomplished tenfold more than I would have ever done in this time."*
- *"I was having a difficult year... I was quite depressed and anxious. The C-Change was influential in my process to learn, cope, and create new strategies for myself and family during these crazy times. I also have better relations at home and at work. It was much needed and who knows… maybe a savior."*

Registration Information

The C-Change Mentoring & Leadership Institute is designed to provide highly individualized guidance and career development to a small group of faculty. The registration cost for this yearlong Institute is $13,850 for two-day intensive sessions four times a year, including all course materials. Registration includes very comfortable hotel accommodation for eight nights and catering provided during the program. All C-Change Institute sessions and overnight accommodation are in coastal Rhode Island.

On acceptance to the program, a deposit of $700 will be due to secure a C-Change Fellowship position. The balance ($13,150) of the total payment will be due **October 9, 2026.**

We encourage prospective Fellows to inquire within their institutions for funding. Most former Fellows have the full cost of C-Change Institute registration funded by their institutions, often from across departmental, institutional, and faculty affairs sources. Limited scholarship funding is available.

Please download and complete the Institute application form from the C - Change website at: C-Change Mentoring & Leadership Institute Application

Applications are due August 7, 2026.

Travel

The closest airports are Providence (T.F. Green International Airport) and Boston (General E.L. Logan International Airport). Amtrak trains stop at Providence and Kingston, RI. Detailed travel information will be provided to participants.

Inquiries

For additional questions, please contact c-changeinstitute@brandeis.edu or (781) 736 8120

About the Institute Director

Linda Pololi, MBBS, FRCP(hon)

Dr. Pololi is Distinguished Research Scientist at Brandeis University and Director, the National Initiative on Gender, Culture & Leadership in Medicine: C-Change (for culture change). Dedicated to improving the culture of academic medicine through research and action, C-Change aims to promote an inclusive, affirming, relational and collaborative working environment for all faculty and trainees, and to broaden leadership opportunities for all in academic medicine.

Dr. Pololi is nationally recognized for her extensive research on the culture of academic medicine and for her innovative contributions to the professional and personal development of faculty. She developed an evidence-based collaborative group peer approach to mentoring and leadership development that is predictably reliable in facilitating career enhancement and personal fulfillment for medical faculty. Her recent NIH-funded multi-institutional research on the academic medical environment showed the importance of the "culture" to faculty vitality, challenging academic leaders to be change agents. The validated C-Change Surveys for medical faculty, residents and students have been used extensively by medical schools in the United States, Canada and the UK.

Prior to C-Change, Dr. Pololi was professor of medicine and vice chancellor for education, and was funded by US DHHS as Founding Director to establish one of four vanguard National Centers of Leadership in Academic Medicine. Dr. Pololi was the principal investigator of an NIH study of the C-Change Mentoring & Leadership Institute. This rigorous mixed methods study in a randomized controlled trial proved the effectiveness of our mentoring method and delineated its mechanisms of action. Dr. Pololi was the recipient of the 2011 AAMC Women in Medicine and Science Leadership Development Award. She is a certified facilitator for the Center for Courage and Renewal and for the Academy on Communication in Healthcare.