



Tomorrow's Doctors, Tomorrow's Cures®

Executive Development Seminar for Deans: Phase I

Jointly Sponsored by the Association of American Medical Colleges and Harvard Medical School, Department of Continuing Education

Phase I: January 22-24, 2009

Association of American Medical Colleges
2450 N Street, NW
Washington, DC 20037

Association of
American Medical Colleges

Agenda

Thursday, January 22

All sessions held at AAMC (2450 N. St, NW) unless noted otherwise.

7:00 – 7:45 am Registration/Information **N130 Foyer**

7:00 – 7:45 am Continental Breakfast **N130**

7:45 – 8:15 am **Welcome and Introductions** **N130**

Speaker:

John E. Prescott, M.D.
Chief Academic Officer
AAMC

8:15 – 9:00 am **Group Discussion of Critical Issues Facing Academic Medical Centers** **N130**

Facilitator:

Thomas Gilmore
Vice President
Center for Applied Research, Inc.

During this session, participants will identify the major issues they are facing that they would like to explore using some of the frameworks offered in the seminar.

9:00 – 11:00 am **Campaigns as a Vehicle for Organizational Change in Loosely Coupled Systems** **N130**

Speaker:

Thomas Gilmore

Academic medical centers are loosely coupled systems that have a federated character. This suggests the need or special approaches that work within these cultures. We will explore a ‘campaign frame’ for looking at how a leader can shape a compelling theme and orchestrate good enough support to make a significant difference. The similarities and differences with other ways of strategic planning will be discussed.

11:00 – 11:15 am Break

Thursday, January 22 (continued)

11:15 am – 12:45 pm **Creating Effective Organizational Roles and Processes** N130

Speaker:

Thomas Gilmore

Vice President

Center for Applied Research, Inc.

This segment will pick up on the challenges of creating new, often ad hoc structures, or groups that can serve to drive change and how one clarifies roles and responsibilities via the tool of responsibility charting. We will close the session with an opportunity for participants to explore an issue of importance using a scenario process called “histories of the future.”

12:45 – 2:00 pm Lunch N130

2:00 – 6:15 pm **Personal Styles in Management** N130

Speaker:

Charles Seashore

Psychologist

Fielding Graduate University

This session will stimulate an introspective examination of personal temperaments and explore the relevance of individual styles to organizational management.

6:15 – 7:00 pm Break

7:00 – 8:30 pm Dinner **Fairmont Hotel
Lindens Room**

Thursday, January 22 (continued)

8:30 – 10:30 pm

**An Evening Conversation with
Senior Colleagues**

**Fairmont Hotel
Lindens Room**

Senior Colleagues will join the group for an informal discussion about “deaning.”

Facilitators:

Lois Margaret Nora, M.D., J.D., M.B.A.

President, Northeastern Ohio Universities Colleges of Medicine and
Pharmacy
Dean, College of Medicine

E. Albert Reece, M.D., Ph.D., M.B.A.

Vice President for Medical Affairs, University of Maryland and John Z. and
Akiko K. Bowers Distinguished Professor and Dean, University of Maryland
School of Medicine
University of Maryland School of Medicine

H. David Wilson, M.D.

Vice President for Health Affairs & Dean
University of North Dakota School of Medicine and Health Sciences

Friday, January 23

All sessions held at AAMC (2450 N. St, NW) unless noted otherwise.

7:00 – 7:45 am Continental Breakfast **N130**

7:45 – 9:30 am **Assessing the Financial Position of an Organization** **N130**

Speaker:

Steven Finkler, Ph.D., CPA

Professor Emeritus of Public and Health Administration, Accounting, and Financial Management
Robert F. Wagner Graduate School of Public Service
New York University

Financial statements provide information that allows one to understand the financial position of an organization and the financial results of its operations. This session will examine one medical school's audited financial statements in detail. After this session you should have a better understanding of some of the more difficult aspects of financial statements, and also a better ability to ask your financial officers questions about the financial condition of your organization.

9:30 – 11:00 am **Cost Information for Decision Making** **N130**

Speaker:

Steven Finkler, Ph.D., CPA

What measure of cost is appropriate for decision-making? This session examines the relationship among fixed, variable, total, average, and marginal costs. It explains why the measure of cost most often used by managers leads to incorrect decisions, and how to overcome that problem.

11:00 – 11:15 am Break

11:15 am – 12:30 pm **Cost Allocation Issues** **N130**

Speaker:

Steven Finkler, Ph.D., CPA

When and how should cost be allocated? What is Activity Based Costing? A discussion of how different cost allocation approaches can improve or hurt financial outcomes.

Friday, January 23 (continued)

12:30 – 2:30 pm	Lunch and Discussions with AAMC Senior Staff	N130
2:30 – 2:45 pm	Break	
2:45 – 5:15 pm	AAMC Resources	N130

This briefing will explore the role of the AAMC in support of medical schools and their leaders. Using the Internet portal of the AAMC home page and the password-protected COD web site, participants will access a variety of useful databases and other frequently requested resources.

5:15 – 6:00 pm Break

6:00 – 7:30 pm

Dinner

Blue Duck Tavern

Park Hyatt

1221 24th St NW (across from the Fairmont Hotel)

Saturday, January 24

All sessions held at AAMC (2450 N. St, NW) unless noted otherwise.

7:00 – 8:00 am Continental Breakfast **N130**

8:00 – 9:30 am **Legal Issues in Higher Education** **N130**

Speaker:

S. Andrew Schaffer

Deputy Commissioner of Legal Matters
New York Police Department

These sessions will focus on a variety of issues relating to faculty and students as they might affect litigation or potential litigation, including the legal aspects of affirmative action. We will also discuss how to make effective use of lawyers – both in-house counsel and professionals external to the organization

9:30 – 9:45 am Break

9:45 am – Noon **Legal Issues in Higher Education (continued)** **N130**

Noon – 1:30 pm **Lunch and Closing Remarks** **N130**

Speaker:

John E. Prescott, M.D.

Chief Academic Officer
AAMC