



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 10-12, 2008

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

Association of
American Medical Colleges

Executive Development Seminar for Deans: Phase I

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Purpose

The purpose of the AAMC's Executive Development Seminars is the advancement of academic medical center leadership and managerial capacity through the exploration of management topics, theories and techniques under the guidance of an expert faculty. Most of the faculty have a long history with the program and numerous years of "hands-on" experience in academic medical centers. This two-part "Executive Development Seminar for Deans" is considered an important component of the COD Leadership Initiative. The seminar includes exercises that will help the newly appointed Dean learn as much as possible, as quickly as possible, about the responsibilities that are integral to the new position.

Objectives

- Explore the issues shaping academic medical center governance, the challenges of leadership in these organizations, and the special dynamics of decision-making.
- Explore legal issues and the implications for decision making in the academic medical center.
- Provide a deeper appreciation for technical financial management.
- Examine the principles of negotiating and to practice the skills and techniques using case studies based on academic medicine settings.
- Explore new ways of thinking about organizational structures and processes in academic health care systems.
- Discuss the programs and services of the AAMC and ways in which the AAMC can support leadership in academic medicine.

Agenda

Thursday, January 10

7:00 am – 6:00 pm Registration

7:00 – 7:45 am Continental Breakfast

7:45 – 8:15 am **Introduction to the COD Leadership Initiative**

Speaker:

Joseph Keyes, Jr.
Senior Vice President
Division of Medical School Affairs
AAMC

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

Moderator:

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**

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.

Thursday, January 10 (continued)

11:00 – 11:15 am Break

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

Speaker:

Thomas Gilmore

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

2:00 – 6:00 pm **Health Care Financing Strategies and Practice Plan Governance and Organization**

Speaker:

Robert M. Dickler
Senior Vice President
Division of Health Care Affairs
AAMC

Focus on principles and practices used by third party payers, Medicare and GME payments, and the governance and organization of faculty practice plans for the new era.

6:00 – 7:00 pm Break

7:00 – 9:00 pm Dinner
Ristorante La Perla of Washington
2600 Pennsylvania Avenue, N.W., Washington, DC 20037

Friday, January 11

7:00 am – 5:15 pm Registration

7:00 – 7:45 am Continental Breakfast

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

Speaker:

Steven Finkler

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**

Speaker:

Steven Finkler

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**

Speaker:

Steven Finkler

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 11 (continued)

12:30 – 2:30 pm Lunch and Discussions with AAMC Senior Staff

2:30 – 2:45 pm Break

2:45 – 5:15 pm **AAMC Resources**

Speaker:

Joseph Keyes, Jr.

Senior Vice President

Division of Medical School Affairs

AAMC

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 Reception and Dinner

7:30 – 9:30 pm **An Evening Conversation with Senior Colleagues**

Dr. Deborah Powell and Dr. David Wilson will join the group for an informal discussion about “deaning.”

Saturday, January 12

7:00 am – 2:00 pm Registration

7:00 – 8:00 am Continental Breakfast

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

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 – 12:00 pm **Legal Issues in Higher Education (continued)**

Speaker:

S. Andrew Schaffer

12:00 – 12:30 pm **Closing Remarks**

Speaker:

Joseph Keyes, Jr.

Senior Vice President
Division of Medical School Affairs
AAMC

12:30 – 2:00 pm Lunch

2:00 pm Adjourn

Meeting Facts

Location

The Fairmont Hotel
2401 M Street, NW
Washington, DC 20037
Phone: 202-429-2400
Fax: 202-457-5010
www.fairmont.com

Reservations and Room Rates

The room rate, which is subject to a tax of 14.5% is:

\$249.00 Single/Double Occupancy

To make your hotel reservations, call 202-429-2400 or 888-353-4040. Be sure to identify yourself with the AAMC in order to receive the group rate. A credit card is required to guarantee your reservation. **Reservations must be made prior to December 19, 2007.** Rooms held for this meeting will be released on this date. Any reservation requests received after December 19, 2007 will be accepted only on a space available basis at the group rate. Please note that the room block may fill before December 19, 2007, so we encourage you to make your reservations early.

Cancellation of any guaranteed room reservation must be received by the hotel at least 72 hours prior to arrival. If cancellation is not received at least 72 hours prior to scheduled arrival, one night's room and tax will be charged to the credit card used to guarantee the reservation.

Ground Transportation

The hotel is located five miles from Reagan National Airport. Taxi fare from Reagan to the hotel is approximately \$20.00. The hotel is located 33 miles from Dulles International Airport. Taxi fare from Dulles to the hotel is approximately \$50.00.

Rental Car

Hertz is offering the following special rates for this meeting:

	Daily (Per Day)	Weekend (Per Day)	Weekly (5-7Days)
Economy 2Door	\$50.00	\$23.00	\$202.00
Compact 4 Door	\$55.00	\$26.00	\$218.00
Midsize 2/4 Door	\$59.00	\$28.00	\$233.00
Standard 2/4Door	\$61.00	\$33.00	\$249.00
Fullsize 4Door	\$65.00	\$35.00	\$264.00
Premium	\$70.00	\$40.00	\$274.00
Towncar	\$97.00	\$73.00	\$440.00
4Wheel Drive	\$77.00	\$43.00	\$348.00
Minivan	\$87.00	\$67.00	\$372.00
Convertible	\$84.00	\$65.00	\$364.00

Rates are based on roundtrip rentals. These rates are effective one week before and one week after the meeting dates and are subject to car availability. Government surcharges, taxes, tax reimbursement, airport related fees, vehicle licensing fees and optional items, such as refueling or additional driver fees are extra. Standard rental conditions and qualifications apply. In the continental U.S., weekend rentals are available for pick-up between noon Thursday and noon Sunday and must be returned no later than Monday at 11:59 pm. Thursday pick-up requires a minimum three-day keep, Friday pick-up requires a minimum two-day keep, and Saturday and Sunday pick-up requires a minimum one-day keep. Weekly rentals are from five to seven days. Extra day rate for weekly rentals will be charged at 1/5 of the weekly rate. A “rental day” consists of a period of 24 consecutive hours, with each day starting at the time of the day the rental began. To reserve a car, call toll free 1-800-654-2240 or reserve online at hertz.com using the AAMC Discount Code: CV#02WZ0006.

Climate and Dress

In January, the average high is 43°F and the average low is 24°F. The temperature of the meeting rooms may be somewhat warmer or cooler than you might expect. You are encouraged to wear layered outer clothing.

Local Attractions

From its celebrated symbols of patriotism and freedom to its undiscovered neighborhoods, the sights and sounds of the nation's capital inspire millions of visitors every year. Packed with famous sights, free attractions, and an endless calendar of special events, Washington, DC offers year-round inspiring experiences.

Beyond Washington DC's most familiar vistas, the capital city unwinds into a lively urban center. Casual cafes and upscale bistros line the trendy streets of Georgetown, while the downtown district sizzles with a host of new restaurants. Spontaneous Jazz notes tumble out the windows of U Street's nightclubs, while world-class performers take the stage at the highly acclaimed Kennedy Center. Kayakers tackle the Potomac River as it winds past the elegant marble tributes to America's great leaders.

Some attractions within walking distance, a brief metro ride or a short taxi ride of the hotel include:

Connecticut Avenue Shopping - 0.3 mi/0.6 km
Georgetown Park Mall - 0.6 mi/0.8 km
The White House - 0.5 mi/0.8 km
John F. Kennedy Center for the Performing Arts - 0.6 mi/1.0 km
Lincoln Memorial - 0.8 mi/1.2 km
Smithsonian Institute - 0.8 mi/1.2 km
George Washington University - 1.0 mi/1.6 km
American University - 1.0 mi/1.6 km
Washington Monument - 2.0 mi/3.2 km
Arlington National Cemetery - 2.0 mi/3.2 km
Botanical Gardens - 2.0 mi/3.2 km
National Museum of Natural History - 2.0 mi/3.2 km
Air and Space Museum - 2.0 mi/3.2 km
National Museum of American History - 2.0 mi/3.2 km
Georgetown University - 2.0 mi/3.2 km
Hanes Point Golf Course - 3.0 mi/4.8 km
Mazza Gallerie - 3.0 mi/4.8 km
Rock Creek Golf Course - 3.0 mi/4.8 km
National Zoo - 9.0 mi/14.5 km

For additional information, please visit the official online Washington, DC tourism site at:
www.washington.org.

Registration Fees and Procedures

Registration by Fax or Mail:

Please complete the registration form and return it to the Meetings Registrar as soon as possible. Credit card information (MasterCard, VISA or American Express), a check or an institutional purchase order must accompany this form. Registration forms received via fax must include credit card information or an institutional purchase order or your form will not be processed.

Registrations received with a purchase order will be accepted as a placeholder only. Actual payment must be received by December 21, 2007. If payment is not received by this date, your registration will be cancelled.

Payments from outside the U.S. must be made payable in U.S. funds through a U.S. bank. If you have any questions regarding registration, please contact Shaina Posternock at (202) 828-0518 or sposternock@aamc.org.

Registration Online:

You may register online if paying by credit card (MasterCard, VISA or American Express). Please visit www.aamc.org/meetings. Online registration will close on December 27, 2007.

Online Registration Fee: \$1750.00

Paper Registration Fee: \$1775.00

Registration fees cover: three breakfasts, two lunches, two dinners, one reception, refreshment breaks and meeting materials.

CME Credit Fee: \$50.00

Those participants wishing to earn CME credits for the meeting are required to pay an additional fee of \$50.00.

Continuing Medical Education Credit

Harvard Medical School is accredited by the Accreditation Council for Continuing Medical Education (ACCME) to provide continuing medical education for physicians.

Harvard Medical School designates this educational activity for a maximum of 21 AMA PRA Category 1 Credit(s)TM. Physicians should only claim credit commensurate with the extent of their participation in the activity.

Cancellation Policies

Registration Fee

Notice of cancellation must be received by our office in writing. Cancellations received by December 10, 2007 will be entitled to a full refund. Cancellations received between December 10, 2007 and January 3, 2008 will be assessed a \$100.00 processing fee. Cancellations received after January 3, 2008 will result in the forfeiture of the entire registration fee. Partial or full fees that have been forfeited will not be applied to subsequent years.

CME Credit Fee

Notice of cancellation must be received by our office in writing no later than January 9, 2008 in order to receive a full refund. Cancellations received after that time will result in forfeiture of the entire fee.

A Special Note for the Disabled

The Association of American Medical Colleges wishes to ensure that no individual with a disability is excluded, denied services, segregated or otherwise treated differently from other individuals because of the absence of auxiliary aids and services.

If you are in need of auxiliary aids or services, please contact Shaina Posternock at (202) 828-0518 or via e-mail at sposternock@aamc.org.

Questions

For questions concerning registration procedures, please contact Shaina Posternock at (202) 828-0518, or via e-mail at sposternock@aamc.org. For questions concerning the logistics of the meeting, please contact Kristus Ratliff at (202) 862-6103 or via e-mail at kratliff@aamc.org. For content and session questions, please contact Joseph Keyes at (202) 828-0555, or via e-mail at jakeyes@aamc.org.

Faculty Biographical Sketches

Steven A. Finkler, Ph.D., CPA, is Professor Emeritus of Public and Health Administration, Accounting, and Financial Management at New York University's Robert F. Wagner Graduate School of Public Service, where he served as Director of the Specialization in Health Care Financial Management for over twenty years. He received both his B.S. (Summa Cum Laude with a joint major in Accounting and Finance) and his M.S. in Accounting (with Highest Honors) from the Wharton School of the University of Pennsylvania, and his M.A. in Economics and Ph.D. in Business Administration from Stanford University. He served on the Wharton School faculty before joining NYU. Dr. Finkler has worked on a variety of research projects in the health care field focusing on financial management and policy issues. He is a member of the Executive Board of the International Society for Research in Health Care Financial Management, and is the former editor of *Hospital Cost Management and Accounting*. Dr. Finkler has published numerous articles in the *New England Journal of Medicine*, *Academic Medicine*, *Annals of Internal Medicine*, *Health Services Research*, and other leading journals. He is the author of eighteen books, including *Accounting Fundamentals for Health Care Management*, *Finance and Accounting for Non-financial Managers*, *Cost Accounting for Health Care Organizations*, and *Financial Management for Public, Health, and Not-for-Profit Organizations*. Dr. Finkler served as a National Advisory Council member at NIH from 1997-2001. He is currently a member of the Board of Governors and Treasurer of the Daughters of Israel Geriatric Center. He has won awards for both his teaching and publications. He is also a faculty member for the American College of Physician Executives. Dr. Finkler has served as a lecturer at AAMC Management Education Programs since 1984.

Thomas Gilmore is vice president of CFAR (Center for Applied Research), a consulting firm that spun off from the Wharton School. He also serves as an adjunct associate professor in health care systems and senior fellow of the Leonard Davis Institute of Health Economics. His work has focused on leadership transitions, strategy and organizational change in a wide variety of sectors: private, non-profit, institutional, and government. Tom has worked extensively on strategy and organizational assignments in academic medicine, with universities, associations, health care centers and large corporations. He is a founding member and served three years on the board of the International Society for the Psychoanalytic Study of Organizations. He has written extensively, including *Making a Leadership Change: How Organizations and Leaders Can Handle Leadership Transitions Successfully* (Jossey Bass, 1989).

Deborah E. Powell, M.D., is Dean of the Medical School, Assistant Vice President for Clinical Sciences, and a McKnight Presidential Leadership Chair at the University of Minnesota.

Dr. Powell is a board-certified surgical pathologist and medical educator with more than 30 years of experience in academic medicine. She received her medical degree from Tufts University School of Medicine and completed her residency training at Georgetown University Medical Center and the Clinical Center of the National Institutes of Health (NIH).

Dr. Powell served as the Vice Chair and Director of Diagnostic Pathology at the University of Kentucky in Lexington before being named the Chair of the Department of Pathology and Laboratory Medicine at that same institution. In 1997, she was named Executive Dean and Vice

Faculty Biographical Sketches (continued)

Chancellor for Clinical Affairs at the University of Kansas School of Medicine. She came to Minnesota in the fall of 2002 to lead the University of Minnesota Medical School. She is active in a number of national organizations. She is a former member of the Advisory Council of the NIH Office of Research in Women's Health. She is past President of the United States and Canadian Academy of Pathology, and the American Board of Pathology as well as immediate past Chair of the Council of Deans of the Association of American Medical Colleges. She is a board member of the ACGME and the Institute for Healthcare Improvement. She is a member of the Institute of Medicine of the National Academy of Sciences.

S. Andrew Schaffer, L.L.B., is Deputy Commissioner for Legal Matters of the New York City Police Department. From 1977 - January, 2005 he served as Senior Vice President, General Counsel and Secretary of New York University. He received both his B.A. in economics and his law degree from Harvard University and was a Henry Fellow at Cambridge University. Prior to joining NYU, he served as Assistant United States Attorney for the Southern District of New York, as Chief Counsel for a New York State investigating commission, and as a litigator in private practice. Mr. Schaffer is Adjunct Professor of Law at New York University School of Law, past President of the National Association of College and University Attorneys, and was a member of the United States Commission on Research Integrity. He has also served as a member of the Board of Directors of the Nonprofit Coordinating Committee of New York and Chair of its Government Relations Committee, and a trustee of the New York University School of Medicine Foundation.

H. David Wilson, M.D., is a pediatrician with fellowship training in infectious diseases. Since 1995, he has been Dean and Professor of Pediatrics at the University of North Dakota School of Medicine & Health Sciences and in 2001 added the title of Vice President for Health Affairs. Dr. Wilson is a graduate of Wabash College and St. Louis University School of Medicine. He was a resident in pediatrics at the University of Kentucky, a NIH fellow at the University of Texas Southwestern Medical School - Dallas and did a sabbatical study in virology at the University of London Institute of Child Health and Hospital for Sick Children in London, England. Dr. Wilson was a faculty member at the University of Kentucky College of Medicine for 22 years, completing his tenure as Professor and Associate Dean for Academic Affairs. During his tenure at Kentucky, Dr. Wilson also served as Vice Chair of Pediatrics and Director of Admissions.

During 1988-89, Dr. Wilson was selected as an American Council on Education fellow mentored by President David Roselle at the University of Kentucky. He has received several teaching awards including the University of Kentucky Alumni Association's Great Teacher Award. He is the author of over 50 peer reviewed publications and one book. Dr. Wilson also served on the AMA's Council on Medical Education and the Liaison Committee on Medical Education from 2001-2004. In 2006, Dr. Wilson was elected Chair-Elect of the AAMC Council of Deans.

AAMC Staff Biographical Sketches

Robert M. Dickler is Senior Vice President, Division of Health Care Affairs at the Association of American Medical Colleges. In this capacity, Mr. Dickler oversees the association's activities, which focus on the interface between the health care delivery system and academic medicine. These activities include policy and regulatory analysis/monitoring; liaison with the federal government's executive branch and a variety of other organizations; development and maintenance of data bases relating to hospitals, health systems, and faculty practice plans; oversight of a variety of research projects; and the development of educational programs and publications. The Division of Health Care Affairs also provides membership services to the Association's Council of Teaching Hospitals and Health Systems (COTH), Group on Faculty Practice (GFP); and the Group on Resident Affairs (GRA).

Mr. Dickler received a master's degree, and pursued doctoral studies, in health care administration at the University of Minnesota. For ten years, he held a variety of administrative positions at the University of Minnesota Hospital and Clinic, before becoming the Director of the University of Colorado Hospitals in 1981. In 1987, Mr. Dickler was appointed the General Director of the University of Minnesota Hospital and Clinic and Assistant Vice President of the Health Sciences Center. Mr. Dickler has held a variety of faculty positions and, among his past local and national professional activities, served on the executive committee and as chair of the Accreditation Council for Graduate Medical Education and chair of the Metropolitan Hospital Section of the American Hospital Association.

Joseph A. Keyes, Jr., is the senior vice president and general counsel of the Association of American Medical Colleges. He has over 35 years of service with the AAMC. Mr. Keyes heads the Association's Division of Medical School Affairs and is responsible for providing staff support and liaison to the Council of Deans, Organization of Student Representatives, Group on Student Affairs, Women in Medicine, Group on Institutional Planning, Group on Business Affairs, Group on Information Resources and Faculty Affairs Forum. He also oversees the Association's Section for Student Affairs and Programs, and its programs such as Careers in Medicine and Medloans, as well as the AAMC's Management Education Programs and the Deans' Leadership Initiative. A graduate of Georgetown University Law Center, Mr. Keyes is a member of the Bar of the Supreme Court of Virginia and the Supreme Court of the United States.

Diane M. Magrane, M.D., assumed the position of Associate Vice President for Faculty Development and Leadership Programs at the Association of American Medical Colleges in January 2004. She is responsible for a variety of faculty development programs, including Women in Medicine, the Executive Development Seminars for Chairs and Associate Deans, and Enhancing Team Effectiveness. In addition, she supports the Group on Faculty Affairs and is senior editor of *Faculty Vitae*, an on-line professional development publication for medical faculty. Prior to her AAMC position, she was Associate Dean for Medical Education and Professor in Obstetrics and Gynecology at the University of Vermont College of Medicine. She received her M.D. degree from the University of Iowa in 1978 and completed residency training in Ob/Gyn at St. Louis University Hospitals in St. Louis, Missouri in 1982. She has been actively involved in improving instruction, evaluation, and faculty development in medical education at UVM and in national educational organizations.

AAMC Staff Biographical Sketches (continued)

Her educational scholarship lies in interdisciplinary activities in women's health education, understanding the student-physician-patient relationship, and in applying systems of educational psychology, complexity theories, and classic curriculum design to changing academic medicine. She is a founding member of the Alliance for Clinical education, past chair of the APGO undergraduate medical education committee and of the examination committee of the Council for Resident Education in Obstetrics and gynecology, and past president of the Association for Professors in Gynecology and Obstetrics. In recognition of her national leadership in medical education, she was honored as a distinguished alumnus of the University of Iowa College of Medicine in 2002 and with an APGO-Wyeth Career Achievement Award in 2006.

She has benefited from leadership training in a variety of venues, including the AAMC Women in Medicine Programs, Harvard-Macy Programs for educational leaders, and Executive Leaders in Academic Medicine (ELAM '03). Her position at the AAMC brings her full circle to support professional development and leadership skills training for all medical school faculty in North America.