



Tomorrow's Doctors, Tomorrow's Cures®

Executive Development Seminar for Associate Deans and Department Chairs

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

October 6-11, 2006
Lago Mar Resort
Ft. Lauderdale, Florida

Purpose

The purpose of the Executive Development Seminar is to advance academic medical center leadership and managerial capacity through the exploration of management topics, theories and techniques under the guidance of an expert faculty.

This program is the product of nearly 30 years experience sponsoring Executive Development Seminars for academic medical center executives. Most of the faculty have numerous years of "hands-on" experience in academic medical centers. The format provides time for both formal and informal interaction between participants and the faculty.

Objectives

To explore the issues shaping academic medical center governance

To explore legal issues and the implications for decision making in the academic medical center

To examine the influence of personal management styles on team development, group effectiveness, and the management of scientists and professionals

To develop a deeper appreciation for technical financial management, physician and hospital reimbursement, and departmental budgeting

To examine and experience effective media relations and message development

To examine strategies for increasing the likelihood of the implementation of planned change

To learn and practice the fundamentals of effective negotiation

To explore the nature and development of leadership in the academic medical center

ACCME Statement

This activity has been planned and implemented in accordance with the Essential Areas and Policies of the Accreditation Council for Continuing Medical Education through the joint sponsorship of Harvard Medical School and the Association of American Medical Colleges.

Harvard Medical School is accredited by the ACCME to provide continuing medical education for physicians.

Harvard Medical School designates this educational activity for a maximum of 50* category 1 credits toward the AMA Physician's Recognition Award.

Each physician should claim only those credits that he/she actually spent in the educational activity.

The American Medical Association has determined that physicians not licensed in the US who participate in this CME activity are eligible for AMA PRA category 1 credit.

*** Seminar Credits Breakdown:**

Seminar with no optional sessions	38.5
Optional Preconference 10/6	4
Optional Q & A Session 10/7	1
Optional Discussion 10/7	1.5
Optional Discussion 10/8	1
Optional Q&A Session 10/9	1.5
Optional Media Training 10/10	.5

Faculty Disclosure Statement

Harvard Medical School has long held the standard that its continuing medical education program be free of commercial bias.

Now, in accord with the disclosure policy of the Medical School as well as standards set forth by the Accreditation Council on Continuing Medical Education, speakers have been asked to disclose any relationship they have to companies producing pharmaceuticals, medical equipment, prosthesis, etc. that might be germane to the content of their lectures. Such disclosure is not intended to suggest or condone bias in any presentation, but is elicited to provide registrants with information that might be of potential importance to their evaluation of a given talk.

1. The following speakers have reported no relevant relationships with industry:

David Blake
Steven Blum
Robert Dickler
Thomas Gilmore
Teri Goudie
R. Kevin Grigsby
Bobbie Lawrie
Diane Magrane
Richard B. Marchase
Lilly Marks
S. Andrew Schaffer
Charles Seashore
Wiley Souba

2. The following speakers have reported receiving something of value* from a company whose products may be germane to the content of their presentations:

NAME	COMPANY	RELATIONSHIP
<i>Ralph Horky</i>	<i>UCMC Simulation</i>	<i>Owner</i>

*"Something of value" refers to an equity position, receipt of royalties, consultantship, funding by a research grant, receiving honoraria for educational services elsewhere, or to any other relationship to a company that provides sufficient reason for disclosure, in keeping with the spirit of the stated policy.

Agenda

Friday, October 6

7:00 am – 8:00 am Breakfast Buffet Palm Garden Room
(Available to AM Optional Pre-Conference Session Participants)

7:00 am – 6:30 pm Registration Lakeview Foyer

8:00 am – 12:00 pm **Optional Pre-Conference Session** Oceanview Room
Academic Medical Center Management Simulation
(Limited to 24 participants)

Speakers:

Ralph Horky
UCMC Facilitator

David A. Blake
Principal
DAB Consulting, LLC

New department chairs and others with an interest in academic medical center management are offered an opportunity to engage in simulation of planning and management of a clinical department in an academic setting. Designed by an experienced manager whose 25 year career includes executive level planning positions at three academic centers, the simulation incorporates dynamics in three domains: faculty deployment and operations, resources flow and finance, and tactics in change management. The simulation depicts business conditions and problems commonly found in departments, divisions, and research centers. This four hour session allows the participants to see how the implications of management decisions play out over five budget cycles and track the impact on departmental plans and priorities.

12:00 – 1:00 pm Break and Lunch on own

Friday, October 6 (Continued)

1:00 – 1:30 pm **Welcome** Lakeview Room

Speakers:

Joseph A. Keyes, Jr.

General Counsel and Senior Vice President
Association of American Medical Colleges

Diane M. Magrane

Associate Vice President
Association of American Medical Colleges

1:30 – 3:00 pm **Critical Issues Facing Academic Medical Centers** Lakeview Room

Speaker:

Thomas Gilmore

Vice President
Center for Applied Research

During this session, we will invite participants to think together about the critical issues we are facing in our leadership roles to help participants link the sessions to specific concerns that they are facing.

3:00 – 3:30 pm Refreshment Break Lakeview Foyer

3:30 – 5:15 pm **Leading and Planning for Change** Lakeview Room

Speaker:

Thomas Gilmore

Vice President
Center for Applied Research

Academic medical centers are loosely coupled systems that have a federated character. This suggests the need for 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 sufficient support to make a significant difference. The similarities and differences of the campaign model with other ways of strategic planning will be discussed.

Friday, October 6 (Continued)

5:15 – 6:30 pm	Break	
6:30 – 7:00 pm	Reception	Ocean Grill Beach
7:00 – 9:00 pm	Dinner	Ocean Grill Beach

Saturday, October 7

7:00 – 8:00 am	Breakfast Buffet	Palm Garden Room
8:00 am – 6:00 pm	Registration	Lakeview Foyer
8:00 am – 12:00 pm	Legal Issues in Higher Education	Lakeview Room
	Speaker:	
	S. Andrew Schaffer Deputy Commissioner of Legal Matters New York Police Department	
	This session will focus on issues relating to the evaluation of medical students and residents as they might affect potential litigation. In addition, we will explore the legal aspects of faculty and employee relations. Finally, we will discuss how to make effective use of lawyers -- both in-house counsel and professionals external to the organization.	
12:00 – 1:00 pm	Optional Session Q & A	
12:00 – 2:30 pm	Lunch on your own and afternoon break	
2:30 – 5:30 pm	Organizational Diagnosis	Lakeview Room
	Speaker:	
	Thomas Gilmore Vice President Center for Applied Research	
	The current environment of change presents challenges to traditional medical center structures. This session will explore new ways of thinking about organizational structures and processes in academic health care systems. We will examine “redesign” methods.	
6:00 – 6:30 pm	Reception	Lakeview Foyer
6:30 – 7:30 pm	Dinner	Lakeview Room

Saturday, October 7 (Continued)

7:30 – 9:00 pm

**Optional Session
Conversations About Leadership**

Lakeview Room

Facilitators:

Thomas Gilmore

Vice President

Center for Applied Research

Diane M. Magrane

Associate Vice President

Association of American Medical Colleges

Sunday, October 8

7:00 – 10:00 am Breakfast Buffet Palm Garden Room

10:00 am – 5:00 pm **Negotiation Workshop** Lakeview Room

Speaker:

Steven Blum

Professor

The Wharton School of the University of Pennsylvania

Leaders in academic medicine must be effective negotiators to achieve their goals. This workshop will place participants in a variety of one-on-one and group simulation exercises to give them an opportunity to assess and improve their skills.

A working lunch will be provided from 12:00 – 1:30 pm.

5:00 – 6:00 pm Discussion with the Instructor (Optional)

6:00 pm Dinner on your own

Monday, October 9

7:00 – 8:00 am	Breakfast Buffet	Palm Garden Room
8:00 am – 6:00 pm	Registration	Lakeview Foyer
8:00 – 10:30 am	Medicare Reimbursement: Hospital, Physician and Managed Care Payments	Lakeview Room
	<p>Speaker:</p> <p>Robert Dickler Senior Vice President, Division of Health Care Affairs Association of American Medical Colleges</p> <p>This session will focus on the hospital, physician, and managed care payment models utilized by Medicare. Special emphasis will be given to payment components and issues of special importance to academic medicine.</p>	
10:30 – 10:45 am	Break	
10:45 am – 12:45 pm	Medical School Economics & Departmental Financial Management	Lakeview Room
	<p>Speaker:</p> <p>Lilly Marks Executive Director, University Physicians, Inc., and Sr. Associate Dean, Administration & Finance University of Colorado School of Medicine</p> <p>This session will address accounting principles and how to read financial statements. We will also discuss the budget development and negotiation process and common financial management errors in academic settings.</p>	
1:00 – 1:30 pm	Optional Q & A Session	
12:45 – 2:15 pm	Break/Lunch on own.	

Monday, October 9 (Continued)

2:15 – 5:45 pm **Personal Styles in Management** Oceanview Room

Speaker:

Charles Seashore
Psychologist
Fielding Institute

This session will stimulate an introspective examination of personal temperament and explore the relevance of individual styles and their impact on organizational management.

6:00 – 6:30 pm Reception Lakeview Foyer

6:30 – 7:30 pm Dinner Lakeview Room

7:30 – 9:00 pm **Personal Styles in Management (Continued)** Oceanview Room

Speaker:

Charles Seashore
Psychologist
Fielding Institute

This session will stimulate an introspective examination of personal temperament and explore the relevance of individual styles and their impact on organizational management.

Tuesday, October 10

7:00 – 8:00 am	Breakfast Buffet	Palm Garden Room
8:00 am – 5:00 pm	Registration	Lakeview Foyer
8:00 – 9:30 am	Dealing with the Media	Oceanview Room

Speakers:

Bobbie Lawrie
Craddock Communications, Inc.

Teri Goudie
Goudie Media Services

In this session, we will discuss media mechanics and operations and explore the ways in which a healthy balance between cooperation and adversity can be established with the press. Getting your message out is not only important, it can be accomplished with predictability and reliability with careful attention to the approach offered here.

9:30 – 9:45 am	Refreshment Break	Lakeview Foyer
9:45 – 11:30 am	Dealing with the Media (continued)	Oceanview Room
11:30 am – 3:30 pm	Lunch on your own and afternoon break	
11:45 – 3:30 pm*	Optional Session Media Training (Limited to 20 participants)	Oceanview Room

This personal coaching session will address the talents and approaches required for chairs and associate deans to improve their skills in giving speeches; giving internal and external presentations; giving media presentations; speaking to the public; and addressing Boards and similar groups.

*Participants will be assigned at random to a group of four for a 30 minute session of videotaped media interviews on a topic of their choice, followed by individual feedback from the media coaches. Individuals who register for this session will be given their schedules in September.

Tuesday, October 10 (Continued)

3:30 – 5:30 pm **Medical School Economics & Departmental
Financial Management** Lakeview Room

Speaker:

Lilly Marks

Executive Director, University Physicians, Inc., and
Sr. Associate Dean, Administration & Finance
University of Colorado School of Medicine

This session will address accounting principles and how to read financial statements. We will also discuss the budget development and negotiation process and common financial management errors in academic settings.

6:00 pm Reception Ocean Grill

6:30 pm Dinner on the beach Ocean Grill

Wednesday, October 11

7:00 – 8:00 am Breakfast Buffet Palm Garden Room

8:00 – 10:00 am **Concurrent Sessions**

A. Clinical Practice Metrics Oceanview North

Speaker:

Lilly Marks

Executive Director, University Physicians, Inc., and
Sr. Associate Dean, Administration & Finance
University of Colorado School of Medicine

The focus of this discussion will be a review of current and developing issues in health care and the implications for faculty practice plans. We will also review the basic components of the clinical revenue cycle and the key metrics that reflect whether you are maximizing your reimbursement

B. Issues in Research Oceanview South

Speaker:

Richard B. Marchase

Vice President for Research
Professor of Cell Biology
University of Alabama at Birmingham

The focus of this session will be the management of institutes, centers, core facilities, umbrella graduate programs, and postdocs. It will include discussion of implications of the NIH slowdown, including bridge funding, cost shifting pressures, and diversifying funding sources.

10:00 – 10:30 am Refreshment Break Lakeview Foyer

10:30 am – 12:00 pm **The Work of Leadership**

Wednesday, October 11 (Continued)

Speaker:

Wiley W. “Chip” Souba, MD, ScD, MBA

Dean, College of Medicine
 Professor of Surgery
 Ohio State University

Many of the challenges and problems that confront our academic medical centers today are so complex that it is practically impossible for one person to accomplish the work of leadership alone. Approaching leadership as an organizational capacity (rather than solely a set of skills or a toolbox of techniques that a person possesses), the program will delve into how people and organizations combine forces to make the work of leadership happen.

This presentation addresses fundamental tasks of leadership, with an emphasis on thinking of leadership as something people create by working together. The session will conclude with a commentary on the “inward journey” of leadership”, which posits that becoming a world-class leader involves much more than becoming a more proficient manager or a better strategic thinker. Most fundamentally, the process is about a personal transformation. All great leaders are on a continuous inward journey of self-discovery and self-growth to transform themselves and their organizations.

12:00

Lunch

A working lunch will be provided from 12:00 – 1:00 pm.

12:30 – 2:30 pm

Becoming a Leadership Team

Lakeview Room

Panelists:

Wiley W. “Chip” Souba, MD, ScD, MBA

Dean, College of Medicine
 Professor of Surgery
 Ohio State University

R. Kevin Grigsby

Vice Dean for Faculty and Administrative Affairs
 Pennsylvania State University College of Medicine

People say "It's lonely at the top" when referring to organizational leaders. It doesn't have to be that way, nor should it be that way. In fact, there is more and more evidence that real leadership success requires the ability to form effective leadership teams. Through dialogue with the Vice Dean for Faculty

Wednesday, October 11 (Continued)

Affairs and the former Chair of Surgery, participants will learn how the leadership of Penn State College of Medicine created mutual accountability for organizational success. Drs. Grigsby and Souba will lead a discussion of how working as a team inherently involves confronting issues of conflict, building trust, and holding work products to a much higher standard.

2:30 pm

Adjourn

Speaker Biographical Sketches

David Blake, Ph.D. has extensive experience in research and medical school management. He spent 25 years at the Johns Hopkins University School of Medicine as the Research Dean and eight years as Executive Vice Dean under Dean's Richard S. Ross and Michael M.E. Johns. He then was recruited as the chief research officer (Senior Vice President for Biomedical Research) at the Association of American Medical Colleges (AAMC), a position he held until 9/97. For five years, Dr. Blake was Associate Director of the Woodruff Health Sciences Center of Emory University and Vice President for Academic Health Affairs. In these roles he had principal responsibility for guiding the development and implementation of a strategic plan for research across the Schools of Medicine, Public Health, Nursing and the Yerkes Primate Center. In 2002, Dr. Blake formed a consulting business specializing in search and recruitment of deans and chairs in Academic Health Centers, executive coaching for chairs and deans and all aspects of research administration. Dr. Blake earned the B.S. (Pharmacy) and Ph.D. (Pharmacology) from the University of Maryland at Baltimore and did postdoctoral studies in drug metabolism and pharmacokinetics at the National Institutes of Health. He has more than 50 peer reviewed publications related to pharmacology and toxicology. He is well known for establishing a successful program in technology transfer at Johns Hopkins School of Medicine that has become a model for many other institutions.

Steven G. Blum is a teacher and consultant. Originally trained as a lawyer, he holds the degrees of Masters of Laws and Juris Doctor. He also earned a Masters Degree from the Harvard Graduate School of Education, and the Specialization in Negotiation and Dispute Resolution from the Program on Negotiation at Harvard. He has consulted widely on creative resolution of disputes and has led seminars on negotiation for physicians, lawyers, accountants, executives and other professionals. He teaches at the Wharton School of Business at the University of Pennsylvania, and as a visiting professor at the Athens Laboratory of Business Administration in Greece. He is also a partner in the firm of Adler Blum Associates, LLP.

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 databases 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.

Thomas Gilmore, Vice President, CFAR (Center for Applied Research), Adjunct Associate Professor of Health Care Systems, The Wharton School. He has decades of experience in consulting to private industry, large non profits, and government. He works extensively in higher education, academic medicine, and with professional associations on issues of leadership, transitions, strategy and organizational change. Mr. Gilmore received his B.A. from Harvard in 1966 and a Masters in Architecture from the U. of Pennsylvania. He is a Senior Fellow of the Leonard Davis Institute of Health Economics, and a board member (and founder) of the International Society for the Psychoanalytic Study of Organizations. He has written extensively on issues of organization, management, and leadership, including his book, *Making a Leadership Change: How Organizations and Leaders Can Handle Leadership Transitions Successfully*.

Teri Goudie, of Goudie Media Services, is an international media consultant and former ABC News journalist. She has spent the last 20 years coaching the country's top CEOs, doctors, lawyers, athletes and financial experts. Current clients include Jeff Immelt at GE, Dr. Dennis O'Leary at the Joint Commission and Miles White at Abbott. She offers guidance to most of the major specialty societies, hospital groups, insurance companies and patient advocate groups. She has worked with dozens of deans and medical experts in her 15 years of work with the Association of American Medical Colleges.

Goudie offers a simple five step method that is designed to turn words into action. Her method is designed to control variables and get the best outcomes when communicating. It can be used in media interviews, presentations, meetings and even to write stronger emails.

Teri graduated from Northern Illinois University with a degree in broadcast journalism. Her husband, Chuck Goudie, is a reporter for ABC News. The Goudies have five children and live in suburban Chicago.

R. Kevin Grigsby, DSW is Vice Dean for Faculty and Administrative Affairs and Professor in the Department of Neural and Behavioral Science at Penn State College of Medicine in Hershey, Pennsylvania. Prior to being appointed to his current position, he served as Vice-Dean for Administration and Research in the School of Medicine at the Medical College of Georgia, where he was also Professor of Psychiatry and Health Behavior. Dr. Grigsby has an extensive history of program planning, implementation, and evaluation in the area of innovative home and community based health and mental health service. His practice experience had been primarily in under served rural and inner city areas. Areas of practice expertise include children at imminent risk of out-of-home placement, perinatal intervention with substance abusing women, children and adolescents in shelter care, home-based services to parents and children with HIV related illnesses, and the use of advanced telecommunications technology in health services delivery. His research interests include evaluation innovative service delivery via advanced telecommunications technology and the culture-bound syndrome of kaolin-specific pica.

During the past five years, the focus of Dr. Grigsby's work has shifted to organizational development in academic health centers. In the recent past, he has published articles related to leadership and success in academic health centers.

Ralph E. Horky's 25 years experience covers the full array of academic medical institutions. Beginning in Health Services Research at Johns Hopkins University, Ralph managed data collection and analyses on early large scale studies evaluating health care systems for the aging and comparing clinical outcomes in HMO populations. Moving to the Johns Hopkins Hospital, Ralph held administrative position in the Department of Medicine and Pharmacy Services

In three vice presidential positions – Albany Medical Center (Albany Medical College), New England Deaconess Hospital (Harvard Medical School) and Shands HealthCare (University of Florida College of Medicine) – Ralph consistently “worked the cusp” between the medical school and hospital, building on common interests and facilitating the growth of a wide range of clinical and research programs. At various stages of his career Ralph directly managed Information Systems, Planning, Legal Services and Public Relations and other corporate functions.

An accomplished manager in times of change, Ralph's hands on experience includes the planning and development of an integrated health system involving multiple mergers and acquisitions. He held corporate roles in faculty practices, major building projects, major fund-raising campaigns and has overseen many collaborative projects and ventures with internal constituents and external partners.

Over the past two years, Ralph has built a private consulting practice specializing in Medical College/Teaching Hospital relationships. The University City Medical Center (UCMC) simulation has grown out of that practice. It is a unique planning and teaching tool for academic units that want to appropriately apply business principles to the academic environment.

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.

Bobbie Lawrie is President of Craddock Communications, Inc., a communications and audio-visual production firm located in Raleigh, North Carolina which focuses on media and presentation skills training. She began her career in broadcast journalism working as a television news reporter and anchorperson in various cities including: Cleveland, Cincinnati, Philadelphia and Chicago. In 1977 she joined the American Medical Association and ultimately served as Director of the AMA Department of Radio, Television and Motion Picture Services. In that position, she supervised

production and distribution of a national radio and television public service announcement program and conceived and developed a national Health Reporting/Radio-TV Conference for health care professionals. Under her direction, the department also developed public relations seminars for state, county and national medical specialty societies and designed other public relations marketing services. Ms. Lawrie received her B.S. degree in journalism from Kent State University and her masters degree in communication from Northwestern University.

In January 2004, **Diane M. Magrane** assumed the position of Associate Vice President for Faculty Development and Leadership Programs at the Association of American Medical Colleges. She is responsible for a variety of faculty development programs, including Women in Medicine, Faculty Affairs, and the Executive Development Seminars for Chairs, Associate Deans and Deans. Prior to this 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. Her 12 years as a clerkship director ended in July 1994 when she was appointed to the position of Associate Dean at UVM. In that position she led the students and faculty of the College Of Medicine through a systematic redesign of the four-year curriculum and its supporting infrastructure.

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.

As AAMC Associate Vice President, she has enhanced the professional development programs for women medical faculty and for executive education of department chairs and associate deans. In 2006, with support from Robert Wood Johnson Foundation, she will open the professional development research program, Enhancing Team Effectiveness to explore health professions teams as organizational learning groups. She is also senior editor of Faculty Vitae, an on-line design to bring professional development to the desktop of all medical faculty.

Lilly Marks is Senior Associate Dean of Administration and Finance at the University of Colorado School of Medicine and Executive Director, University Physicians, Inc. She has spent over 25 years in academic medicine in a variety of administrative and leadership positions. A graduate of the

University of Colorado, in 1989 she was appointed Senior Associate Dean for Finance and Administration at the University of Colorado School of Medicine. In 1991, Ms. Marks took on the additional and concurrent role of Executive Director of University Physicians, Inc., a 501 (c)(3) that operates as the centralized faculty practice plan at the University of Colorado School of Medicine. Ms. Marks is past chair of the AAMC Group on Faculty Practice and also serves on the steering committee of the University HealthSystem Consortium Group Practice Council. She has also served as chair of the Academic Practice Assembly of the MGMA and as a member of the MGMA national board of Directors. Ms. Marks is a frequent speaker on topics related to medical school administration and finance, clinical practice management and compliance issues.

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.

Charles N. Seashore, Ph.D., attended the University of Colorado where he received a B.A. in Psychology and an M.A. in Sociology. He received his Ph.D. from the University of Michigan in Social Psychology. Following his graduation, he joined the faculty of the University of Utah where he lectured in both psychology and sociology. In 1962, he joined the staff of the National Training Laboratories Institute for Applied Behavioral Science where he pursued his interest in professional development and programs in higher education. In 1971, he developed his private consulting practice. Recent clients include the University of Maryland School of Medicine. Dr. Seashore is Past Chair of the faculty of the Ph.D. program in Human Organization Development of Fielding Graduate University in Santa Barbara, California. He is also on the faculty of the American University Masters Program in Organization Development. In 1973, Dr. Seashore joined the faculty of the AAMC's Management Education Programs. Dr. Seashore's areas of concentration in his professional practice include: personal growth and development, organization development, professional development, human relations training and applied research, and research utilization. He was awarded the Lifetime Achievement Award of the Organization Development Network in October, 2004.

Wiley W. Souba, M.D., Sc.D., M.B.A., "Chip" (pronounced Show-buh) serves as Dean of the College of Medicine at Ohio State University. Before moving to Columbus, Dr. Souba served for seven years as Chairman of the Department of Surgery at Penn State College of Medicine, Surgeon-in-Chief at Penn State's Hershey Medical Center and Director of the Penn State Hershey Center for Leadership Development. Prior to assuming his position at Penn State, he served as Chief of Surgical Oncology at the Massachusetts General Hospital and Professor of Surgery at Harvard Medical School from 1993 to 1999. He began his career as a faculty member at the University of Florida in 1987.

Dr. Souba is an AOA graduate of the University of Texas Medical School in Houston, where he subsequently did his general surgery training. During his surgical residency, Dr. Souba completed a fellowship in surgical research at the Brigham and Women's Hospital and earned a Doctorate in Science in Nutritional Biochemistry at the Harvard School of Public Health. He subsequently did a senior fellowship in Surgical Oncology at the MD Anderson Hospital and Tumor Institute in Houston, Texas.

Dr. Souba's clinical interests are in surgical oncology. He is regularly ranked as one of *The Best Doctors in America* by his peers and has been recognized for his clinical expertise by *Boston Magazine*. The NIH has funded him since 1988 to study the regulation of the altered amino acid metabolism that is characteristic of catabolic diseases. He has published 300 articles in peer-reviewed journals and is Co-editor of *Surgical Research* and Editor of *American College of Surgeons Surgery*.

Dr. Souba has a long-standing interest in leadership development and writes and lectures regularly on the subjects of leadership in academic medical centers, core values and mentoring. He and his wife have two children.