



Tomorrow's Doctors, Tomorrow's Cures®

Early Career Women Faculty Professional Development Seminar

Agenda

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

July 7 - 11, 2007
The Ritz-Carlton Hotel
Washington, DC

Association of
American Medical Colleges

Agenda

Saturday, July 7

7:00 am – 5:00 pm	Registration Open	<u>Foyer Salon III</u>
8:00 am – 8:30 am	Continental Breakfast	<u>The Plaza Ballroom Foyer</u>
8:30 am – 5:00 pm	Pre-Conference Workshop Nuts and Bolts of Effective Scientific Writing Workshop Separate registration required (\$100.00 fee)	<u>Salon III A</u>

Speakers:

Constance D. Baldwin, Ph.D.

Professor of Pediatrics
University of Rochester

Shine Chang, Ph.D.

Associate Professor and Director of Cancer Prevention Research Training Program
University of Texas M. D. Anderson Cancer Center

Are you communicating effectively with your readers? Are you wasting time on overdue writing projects? Is the agony of authorship impeding your productivity?

This workshop will help participants improve their skills in writing clear, concise and effective prose that is suitable for all kinds of scholarly documents. The session will be highly interactive, with constructive group critique of "live" writing samples excerpted from typical early drafts of articles and grant proposals of previous workshop participants. Examples for discussion will be sent to participants prior to the workshop, to maximize the efficiency of our interactive time. The session will include three parts:

Part I: Controlling word choice and sentence structure

Part II: Developing paragraphs and extended arguments

Part III: Increasing your writing productivity

A light breakfast will be served at 8:00 am, and the workshop will begin promptly at 8:30 am. Participants will be on their own for lunch from 11:30 am to 1:00 pm.

Saturday, July 7 cont'd

8:30 am – 1:00 pm **Pre-Conference Workshop** *Plaza II*
Difficult Conversations
Separate registration required (\$80.00 fee)

Speakers:

Linda Snelling, M.D.

Chief, Pediatric Critical Care
Brown University School of Medicine

Susan Pollart, M.D.

Assistant Dean for Faculty Development
Associate Professor, Department of Family Medicine
University of Virginia Health System

Difficult discussions can range from interpersonal conflict to bargaining for resources. Two experienced mediators and negotiators share why and how you should approach difficult conversations with confidence.

A light breakfast will be served at 8:00 am, and the workshop will begin promptly at 8:30 am. Participants will be responsible for their own lunch after the program concludes at 1:00 pm.

8:30 am – 5:00 pm **Pre-Conference Workshop** *Plaza I*
Time Management and Organizational Skills
Separate registration required (\$100.00 fee)

Susan Johnson, M.D., M.S.

Associate Provost for Faculty
University of Iowa

During this workshop participants will learn how to organize their work, use their time more effectively, and plan for the long-term, the week, and the day. In order to get maximum benefit from this workshop, participants should bring any "to do" lists they currently keep, and a copy of their calendar for at least the three weeks that follow the workshop. The primary methods described will be those of David Allen (*Getting Things Done, 2001*), with contributions from Kerry Gleeson (*The Personal Efficiency Program, 2000*) and other authorities on this topic.

Topics include:

- Organizing your office (including e-mail)
- Creating lists that facilitate your productivity
- Methods for consistently taking action (and reducing procrastination)
- Planning to maximize your effectiveness

Saturday, July 7 cont'd

By the end of the day, participants will have developed an organized inventory of their own work, practiced an efficient method of processing new paper and e-mails, and written a personalized plan for organizing their own office.

A light breakfast will be served at 8:00 a.m., and the workshop will begin promptly at 8:30 a.m. Participants will be on their own for lunch from 11:30 a.m. to 1:00 pm.

5:30 – 7:30 pm

Career Mapping Facilitators Dinner (Faculty only)

The Washington Room

Sunday, July 8

7:00 am – 5:00 pm Registration *Foyer Salon III*

7:15 – 8:00 am Continental Breakfast *The Ritz-Carlton Ballroom Foyer*

8:15 – 8:30 am **Welcome** *Salons I & II*

Diane Magrane, M.D.
 Associate Vice President for Faculty Development and Leadership
 Association of American Medical Colleges

8:30 – 10:00 am **Opening Plenary** *Salons I & II*
One Life, Many Choices: Choosing an Academic Path

Speakers:

Laura Schweitzer, Ph.D.
 Chief Academic Officer
 Bassett HealthCare

Nadine Katz, M.D.
 Assistant Dean for Faculty Development
 Director of Undergraduate Medical Education, Department of OB/Gyn and
 Women’s Health
 Albert Einstein College of Medicine

Linda Snelling, M.D.
 Chief, Pediatric Critical Care
 Brown University School of Medicine

Deborah Helitzer, Sc.D.
 Vice Chair for Research
 Department of Family and Community Medicine
 University of New Mexico School of Medicine

This plenary session will offer a candid discussion of promotional tracks, including how to document scholarship and how to turn service and teaching efforts into scholarship. A panel of women leaders representing several disciplines - basic science, clinical science, and medical education - will describe the tracks and paths taken including the challenges and opportunities that moved them forward or caused them to be redirected.

10:00 – 10:30 am Break *The Ritz-Carlton Ballroom Foyer*

Sunday, July 8 cont'd

10:30 am – 12:30 pm **Concurrent Workshops: Wave I**

A. Leading from the Middle

The Washington Room

Patience H. White, M.D., M.A.

Professor of Medicine and Pediatrics

Chief Public Health Officer

George Washington University School of Medicine

Many women in academic medicine lack the support of their chair and need strategies to prevent problems in that relationship from stalling them. Even faculty members with positive relationships with their administrative leaders need skills for maximizing their influence when they lack line authority, which is "getting it done when you're not in charge." Using the PACE Palette, you will:

1. Discover a new positive insight about your own behavior
2. Increase your acceptance of the different ways others behave and think
3. Learn to:
 1. Work with and manage your boss
 2. Be managed more efficiently by your team to achieve desired goals and outcomes

B. Negotiation Skills

Plaza I

Carol Storey-Johnson, M.D.

Professor and Senior Associate Dean for Education

Cornell University Joan and Stanford I. Weill Medical College

Negotiating skills are crucial for both career advancement (e.g., garnering resources) and effective administrative skills development (e.g., helping diverse parties to reach and sustain agreement). The workshop leader will focus on stages of negotiation, choosing an appropriate strategy and managing the tasks necessary to achieve success. Participants will have a variety of opportunities to apply concepts and tactics to their present negotiation needs.

Sunday, July 8 cont'd

C. Strategic Career Planning: Hit the Road Running and Stay the Course *The Boardroom*

Janet Fleetwood, Ph.D.

Professor of Family, Community & Preventive Medicine
Associate Vice Provost for Faculty Development & Equity
Drexel University & Drexel College of Medicine

In these fast moving times, new faculty members need to be able to "hit the road running." They need to be able to both thrive and "stay the course" through the very important Associate Professor promotion. In this interactive workshop, you will: (1) learn the three basic steps of self-managed strategic career planning; (2) learn how to become your own best mentor; (3) develop some ideas about how you can add applied research from your every day work to your scholarship portfolio for promotion; and (4) plan the next step in your strategic career plan. About one-third of the workshop will be devoted to career concepts, one-third to group sharing on successful career strategies, and one-third to individual reflection and planning your next strategic career step.

D. Mentors: The Wind Beneath Your Academic Wings *The Jefferson Room*

Denice Cora-Bramble, M.D., M.B.A.

Executive Director
Goldberg Center for Community Pediatric Health
Children's National Medical Center

Utilizing an interactive and case-based approach, this session will address the role of mentors within the context of the academic development and advancement of junior faculty members. The impact of the mentor's race/ethnicity and gender on the mentor-mentee relationship will be described with an emphasis on enabling faculty members to overcome potential barriers. The dynamic and interactive nature of the mentor-mentee relationship will be discussed. Finally, practical guidelines will be given to assist faculty members as they learn to identify and approach potential mentors, determine the optimal number and types of mentors and assess the mentor's effectiveness.

Sunday, July 8 cont'd

E. Writing Proposals & Winning Research Grants

The Roosevelt Room

Constance D. Baldwin, Ph.D.

Professor of Pediatrics
University of Rochester

Shine Chang, Ph.D.

Associate Professor and Director of Cancer Prevention Research Training Program
University of Texas M. D. Anderson Cancer Center

Led by an experienced grant writer and grants consultant, this workshop will focus on the art and science of writing a research grant proposal. First, the group will consider ways to plan a proposal in advance, in order to make writing more efficient. Then, for each section of a conventional NIH grant proposal, the group will consider strategies for "selling" the project, appropriate content, and format for organizing the required information.

Samples will be provided for interactive discussion. Participants will be encouraged to bring up problems they have encountered in developing successful proposals. Binder materials provide extensive information on sources of funding information and the major agencies that fund biomedical research grants.

F. We are All Educators: How Can We Contribute More Effectively

Plaza II

Linda Lesky, M.D.

Associate Professor of Health Policy and Medicine
George Washington University

It goes without saying that being in academic medicine means teaching and wanting to do it well. But, being a good teacher can be a double-edged sword. The more skilled and successful as a teacher, the more opportunities will be offered to teach. And, unlike research and clinical activities, the flow of salary support for educational activities is rarely explicit. This creates a frequent pitfall of many junior faculty who enjoy teaching and opportunities to contribute educationally, but who also need to focus on the development of their careers. This workshop will begin by looking at how educational activities can support career development. Participants will then analyze a series of career case scenarios to explore how choices related to educational involvement might have been made differently.

Sunday, July 8 cont'd

G. Learning Styles: Preference and Difference Applied to Practice

The Lincoln Room

Yumi Shitama Jarris, M.D.

Associate Professor
Interim Director, Ambulatory Care
Department of Family Medicine
Georgetown University Medical Center

Diane Magrane, M.D.

Associate Vice President for Faculty Development and Leadership
Association of American Medical Colleges

Each of us brings to the teaching and learning environment a preferred mode of learning, which affects the ease with which we acquire new skills and understand new knowledge. The awareness of our own preferred learning style can lead to improved approaches to incorporating new knowledge into practice. Incorporation of other learning styles into our communications of information will enhance the learning experiences of our students. Visual, Auditory, Reading/Writing, and Kinesthetic describe preferred senses for taking in new information. Using the VARK questionnaire, we will make some simple diagnostic distinctions in how each of us most readily takes in new information. We will then see how the application of our preferences to designing a new lesson is received by others with different preferences. Others may have ideas about how we could improve the "reach" of information we convey in class, in clinic, in the lab, and in the committee room.

Sunday, July 8 cont'd

12:30 - 2:30 pm Lunch with Career Mapping Group

Lunch served in The Ritz-Carlton Ballroom Foyer and will be taken back to Career Planning Breakout Rooms

Career Planning I: Focus and Aspirations – Where are you now? What decisions got you here? *See handout for room assignments*

Faculty: Fleetwood, Helitzer, Katz, Danoff, Schweitzer, Storey-Johnson, White, Cora-Bramble, Doyle, Pollart, Jarris, Friedman

Effective career planning is a deliberate process of matching the rules of advancement with one's own intended personal goals. In academics, this means being attentive to institutional criteria for demonstration of scholarship, being aware of one's own values and skills, and developing some sense of direction in terms of aspirations. Each group of 10-15 participants will be facilitated by a member of the program faculty. Interactive exercises will promote reflection and feedback to promote the development of career intentions.

2:30 – 3:00 pm Break *The Ritz-Carlton Ballroom Foyer*

3:00 – 5:00 pm **Concurrent Workshops: Wave II**

H. "So You Want to Change the System": Moving a Program from Concept to Reality *The Roosevelt Room*

Deborah Danoff, M.D.

Director of Education

Royal College of Physicians and Surgeons of Canada

McLaughlin Professor of Medical Education, University of Ottawa

Modifications to curriculum—whether clinical or basic science—do not occur just by asking. Restructuring clinical operations does not happen just by hoping. Research programs do not expand just by planning. This interactive session will explore the elements in affecting change in educational and administrative programs.

Using case-based discussion, you will explore strategies necessary to bring about change as well as examine lessons learned” and “best practices.” Participants will also have an opportunity to present their own challenges for group consultation.

Sunday, July 8 cont'd

I. Effective Meetings: Moving Agendas Forward

Plaza I

Nadine Katz, M.D.

Assistant Dean for Faculty Development & Director of Undergraduate Medical Education, Department of OB/Gyn & Women's Health
Albert Einstein College of Medicine

Meetings are a wonderful tool for generating and expanding ideas. The success of a meeting depends largely on the leadership skills demonstrated by the group leader and preparation is the key to running effective meetings. A checklist is included to facilitate the many steps in planning for an important meeting. This session will provide participants with the tools and guidelines necessary for leading all types of meetings and we will discuss ideas of how to create useful agendas and handouts. Participants will develop and practice the skills needed to direct the flow of discussion, resolve roadblocks, and capture creative ideas, while keeping the spirit positive and productive.

J. Demystifying the Promotion and Tenure Process

Plaza II

Laura Schweitzer, Ph.D.

Chief Academic Officer
Bassett HealthCare

Promotion and tenure requirements, policies and review practices often seem cloaked in secrecy. This workshop will assist participants in taking an active role in preparing for the promotion review. Participants will learn how to uncover criteria and evaluation procedures at their institutions the attitudes and biases surrounding these processes. They will also learn how to prepare materials for submission that enhance success by specifically addressing the criteria. They will have an opportunity to examine their own curricula vitae (CV) from the perspective of a promotions committee. If possible, review a copy of your institution's promotion and tenure guidelines in advance. In addition, bring an updated copy of your CV.

Sunday, July 8 cont'd

K. Financial Negotiations 101

The Boardroom

Linda Snelling, M.D.

Chief, Pediatric Critical Care
Brown University School of Medicine

Success in any arena requires a positive attitude, a sound strategy, and effective negotiation for the means to achieve one's goals. Do your attitudes toward negotiating issues of money, success, wealth and power inspire or impede your achievement?

In this session we will discuss concrete steps toward powerful and positive negotiation. These include: naming what you really want; accepting responsibility for negotiating what you want; identifying one's "real boss"; shamelessly embracing self-promotion; documenting one's value and contributions in specific economic terms; assemble appropriate data for negotiation of salary and other compensation; and; avoiding common pitfalls in negotiation. Experiences and dilemmas faced by workshop participants may be presented and discussed at the attendees' discretion.

L. Grantcraft: Navigating the Maze of Federal Funding

The Washington Room

Donna Vogel, M.D., Ph.D.

Director, Professional Development Office
Johns Hopkins Medicine

Funded investigators are made, not born. You, too, can acquire the knowledge and skills to compete successfully for government grants. An experienced former NIH Program Director explains the various funding mechanisms so that you will understand which type of grant fits your interests and career stage. What does it really mean to ask "Is your institute interested in....?" What can make or break your application? What are some of the "code words" NIH uses when it can't say exactly what it means? Learn about the special opportunities in women's health, in clinical investigation, and for clinicians new to research. NIH is made of human beings, and you can get to know someone "on the inside" who can help you achieve your career and research goals.

Sunday, July 8 cont'd

M. What's Under the Rock? Finding Scholarship in your Everyday Clinical Activities

The Jefferson Room

LeeLee Doyle, Ph.D.

Professor Emeritus, Obstetrics & Gynecology
Assistant Dean, Faculty Development
University of Arkansas for Medical Sciences

Deborah Helitzer, Sc.D.

Vice Chair for Research
Department of Family and Community Medicine
University of New Mexico School of Medicine

This workshop will address opportunities to undertake scholarly activities within the context of a busy clinical practice or about your educational efforts with medical students and residents. We will review how systematic investigation can help you to answer your own questions, whether they are about clinical operations, adherence to protocols, or educational methods and outcomes. At the end of the workshop you will be able to describe the steps in a systematic investigation of a topic. You will have articulated one of your own questions about your work and will have an outline of how to go about answering it.

N. Map Quest 101: Networking for Collaboration, Scholarship, and Recognition

The Lincoln Room

Erica Friedman, M.D.

Associate Professor of Medicine
Associate Dean for Undergraduate Medical Education
Mount Sinai School of Medicine

Rich professional networks are critical to career advancement by opening doors to opportunities we might see on our own. However, recognizing whether these opportunities support or compete with our own career goals and work assignments can be challenging. The AAMC Consensus statement on educational scholarship provides a useful framework to consider collaboration, networking, and scholarship. In this workshop, participants will define and apply the criteria for educational scholarship to at least one aspect of her their careers, and then identify potential career benefits from networking within local and national circles of collaboration and scholarship. By considering how this framework applies to teaching, evaluation, mentoring, administration and leadership activities, participants will more clearly map their own road to success.

Sunday, July 8 cont'd

5:00 - 5:15 pm	Break	
5:15 - 6:30 pm	Light Reception	<i><u>Salon III</u></i>
6:30 pm	Dinner on Your Own	
6:30 - 8:30 pm	Faculty Dinner (Faculty Only)	<i><u>The Roosevelt Room</u></i>

Monday, July 9

7:00 am – 5:30 pm	Registration	<u>Foyer Salon III</u>
7:00 – 7:45 am	Continental Breakfast	<u>The Ritz-Carlton Ballroom Foyer</u>
8:00 – 11:30 am	General Session	<u>Salon I and II</u>

Working Through Differences: Personality Types at Work

Speaker:

Mary Parish

President

MVP Associates

This session will describe how people's personalities are different and what impact those differences have on the way work gets done. Using the Myers-Briggs Personality Type Indicator, you will identify the individual strengths and preferences you bring to your work. Knowing what characteristics that you and your colleagues bring naturally to any situation allows you to be more effective with one another in communicating, leading and teaching. We will discuss specific strategies for dealing with people who are different from you.

11:30 am – 1:30 pm Lunch on your own

1:30 – 3:30 pm **Concurrent Workshops: Wave I Repeated**

A2. Leading from the Middle	<u>Salon I</u>
B2. Negotiation Skills	<u>Plaza I</u>
C2. Strategic Career Planning: Hit the Road Running and Stay the Course	<u>Salon II</u>
D2. Mentors: The Wind Beneath Your Academic Wings	<u>Salon III A</u>
E2. Writing Proposals & Winning Research Grants	<u>The Roosevelt Room</u>
F2. We are All Educators: How Can We Contribute More Effectively	<u>Plaza II</u>
G2. Learning Styles: Preference and Difference Applied to Practice	<u>Salon IIIB</u>

3:30 – 4:00 pm Refreshment Break The Ritz-Carlton Ballroom Foyer

Monday, July 9 cont'd

4:00 – 5:30 pm

Career Planning II: What does your CV say about your Scholarship?*See handout for room assignments*

Faculty: Fleetwood, Helitzer, Katz, Danoff, Schweitzer, Storey-Johnson, White, Cora-Bramble, Doyle, Pollart, Jarris, Friedman

How well does your CV or resume reflect your accomplishments? This second career mapping session addresses the content and format of academic curriculum vitae and resumes. Prior to arrival, each participant should compare her CV to her school's requirements and reference the general recommendations on the AAMC web site, "Preparing Your Curriculum Vitae (<http://www.aamc.org/members/facultydev/facultyvitae/fall05/cv.htm>). Bring your notes and questions to the session to learn how to showcase your accomplishments and career focus.

5:30 – 6:45 pm

Hearty Reception

Salon III

7:00 – 8:30 pm

Optional Focus Sessions**Conversation Café: Explorations of Creativity, Resilience, and Gifts***Salon I***Diane Magrane, M.D.**

Associate Vice President for Faculty Development and Leadership
Association of American Medical Colleges

How can we know our own gifts and dreams well enough to recognize "lucky breaks" when they come along?

How does our inner spirit appear in our daily routine and resilience? How is it that we are most creative when we "forget" what we know best?

Some of the most powerful discoveries about ourselves and some of the most effective problem solving professionals do arrive from conversations in hallways, in cafeteria lines, around the lab or scrub sink. Conversation Cafes bring simple structures into conversations that begin with a big Question and advance into new insights for individuals and groups. Insightful conversations begin with equal opportunity to share opinion or perspective. Knowing each other's perspective, the members of the group can then develop a deeper understanding of the issue or question.

Monday, July 9 cont'd

7:00 – 8:30 pm

Celebrating and Strategizing Success for Our “Only-Ness”

Salon II

Valarie Clark, M.P.A.

Director of Faculty Development

Association of American Medical Colleges

In this interactive and reflective session, participants will first celebrate and appreciate what their “only-ness” or uniqueness (e.g. women of color, age, sexual orientation, discipline) adds to their institution. The group will also identify the downsides that “only-ness” brings, and then strategize how to survive and thrive in academic medicine, including developing a community of support.

Tuesday, July 10

7:00 am – 3:30 pm	Registration	<u>Foyer Salon III</u>
7:00 – 7:45 am	Continental Breakfast	<u>The Ritz-Carlton Ballroom Foyer & Salon III</u>
8:00 – 10:00 am	Concurrent Workshops: Wave II Repeated	
	H2. "So You Want to Change the System": Moving a Program from Concept to Reality	<u>Salon I</u>
	I2. Effective Meetings: Moving Agendas Forward	<u>Plaza I</u>
	J2. Demystifying the Promotion and Tenure Process	<u>Plaza II</u>
	K2. Financial Negotiations	<u>Salon II</u>
	L2. Grantcraft: Navigating the Maze of Federal Funding	<u>The Washington Room</u>
	M2. What's Under the Rock? Finding Scholarship in your Everyday Clinical Activities	<u>The Jefferson Room</u>
	N2. Map Quest 101: Networking for Collaboration, Scholarship, and Recognition	<u>The Lincoln Room</u>
10:00 – 10:30 am	Refreshment Break	<u>The Ritz-Carlton Ballroom Foyer</u>
10:30 – 12:30 pm	Career Planning III: Career Commitments—First Steps	
	Towards The History of Your Future	<u>See handout for room assignments</u>

Faculty: Fleetwood, Helitzer, Katz, Danoff, Schweitzer, Storey-Johnson, White, Cora-Bramble, Doyle, Pollart, Jarris, Friedman

This session is a continuation of the career mapping activities. Participants will explore approaches to achieving career goals. We will use a technique called “Histories of the Future” to envision potential paths, including the twists and turns those paths might take. The session concludes with commitments to act on the goals.

Tuesday, July 10, cont'd

12:30 – 3:00 pm

Luncheon and General Session

The Ritz-Carlton Ballroom Foyer & Salons I and II

Being Heard Clearly – In the Boardroom and in the Elevator

Susan Miller, Ph.D., CCC

Founder

Voicetrainer, LLC

Do you capture your audience in the first two seconds of a presentation or conversation? Are you clear, articulate and direct in your communication? Can you project your voice with ease and confidence? Do your emotions show during challenging interactions? You don't get a second chance to make your first impression. In this highly interactive workshop you will explore the most important aspects of communication. Participants will learn how to warm-up their voices, modulate vocal tone, speaking rate and anxiety to assure pleasant, compelling vocal production. Participants will analyze what their bodies are saying during non-verbal and verbal activities, learn effective presentation strategies, and examine common assumptions regarding communication.

3:00 – 3:30 pm

Meeting Adjourns

Wednesday, July 11

7:00 am – 7:30 am Continental Breakfast

The Roosevelt Room

7:30 am – 12:00 pm **Post-Conference Activity (Optional)**
Inside the National Institutes of Health

A separate registration fee of \$75 is required. Breakfast and transportation will be provided.

Bus departs hotel lobby promptly at 8:15 am

Shine Chang, Ph.D.

Associate Professor and Director of Cancer Prevention Research Training Program

University of Texas M. D. Anderson Cancer Center

The National Institutes of Health: Getting to know it! Join us for a brief history and tour of the Main Campus of the National Institutes of Health (NIH) in Bethesda, Maryland, including the National Library of Medicine. A former insider will provide an overview and short explanation of the structure of the NIH and its components and try to disabuse folks of common misperceptions about the NIH and its staff. A longer session with program directors from a variety of institutes will focus on the grant application review process and what new grant seekers should know. Come prepared with questions!