



Tomorrow's Doctors, Tomorrow's Cures®

# **Early Career Woman Faculty Professional Development Seminar**

## **Preliminary Agenda**

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

July 11 – July 14, 2009  
The Ritz-Carlton Hotel  
Washington, DC

Association of  
American Medical Colleges

## Sunday, July 12

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7:00 am – 5:00 pm	Registration/Information	<b>Ritz-Carlton Ballroom Foyer</b>
7:15 – 8:00 am	Continental Breakfast	<b>Ritz-Carlton Ballroom Foyer</b>
8:00 – 8:15 am	<b>Welcome</b>	<b>Salons I &amp; II</b>
8:15 – 10:15 am	<b>Opening Plenary</b> <b>One Life, Many Choices: Choosing an Academic Path</b>	<b>Salons I &amp; II</b>
10:15 – 10:30 am	Break	<b>Ritz-Carlton Ballroom Foyer</b>
10:30 am – 12:30 pm	<b>Concurrent Workshops</b>	
	* Workshops will be repeated	
	<b>A. Writing Proposals and Winning Research Grants*</b>	<b>Plaza II</b>
	<b>B. Grantcraft: Navigating the Maze of Federal Funding *</b>	<b>The Roosevelt Room</b>
	<b>C Negotiation Skills *</b>	<b>The Washington Room</b>
	<b>D. Creating an Academic Portfolio: Documenting Your Achievements and Conveying Your Aspirations *</b>	<b>Salons I &amp; II</b>
	<b>E. What's Under the Rock? Finding Scholarship Opportunities in Your Clinics and Classrooms *</b>	<b>The Boardroom</b>
	<b>F. The Art and Science of Teaching*</b>	<b>The Lincoln Room</b>
	<b>G. Evidence Based Decision Making: A Framework for Guiding Our Career Choices *</b>	<b>The Jefferson Room</b>
12:30 – 2:30 pm	<b>Lunch and Career Mapping I:</b> <b>Focus and Aspirations – Where are you now? What decisions got you here?</b> <b>See handout on bulletin board for room assignments</b>	
2:30 – 3:00 pm	Break	<b>The Ritz-Carlton Ballroom Foyer</b>

## Sunday, July 12 (cont'd)

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3:00 – 5:00 pm

### Concurrent Workshops

\*Workshop will be repeated

- H. **Financial Negotiations 101 \*** **The Washington Room**
- I. **Effective Meetings: Moving Agendas Forward \*** **The Jefferson Room**
- J. **Demystifying the Promotion and Tenure Process\*** **The Roosevelt Room**
- K. **Mentors: The Wind Beneath Your Academic Wings\*** **The Lincoln Room**
- L. **“So You want to Change the System”: Moving a Program from  
Concept to Reality \*** **Plaza I**
- M. **Bumps Along the Road: Career Stumbling Blocks or Stepping  
Stones to Strength and Satisfaction?** **The Boardroom**
- N. **Direct from the Source: Useful Information from “Program” and  
“Review” Officers of the NIH** **Plaza II**

5:00 pm

Dinner on Your Own

## Monday, July 13

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7:00 am – 5:30 pm	Registration/Information	<b>Ritz-Carlton Ballroom Foyer</b>
7:00 – 7:45 am	Continental Breakfast	<b>Ritz-Carlton Ballroom Foyer</b>
8:00 – 11:30 am	<b>General Session</b> <b>Working Through Differences: Personality Types at Work</b>	<b>Salons I &amp; II</b>
11:30 am – 12:00 pm	Break	<b>Ritz-Carlton Ballroom Foyer</b>
12:00 – 2:00 pm	<b>Lunch and Career Mapping II: Showcasing Your Potential: Your Biographical Wardrobe</b> See handout on bulletin board for room assignments	
2:00 – 2:30 pm	Refreshment Break	
2:30 – 4:30 pm	<b>Concurrent Workshops</b>	
	<b>O. Writing Proposals &amp; Winning Research Grants</b>	<b>Plaza II</b>
	<b>P. Grantcraft: Navigating the Maze of Federal Funding</b>	<b>The Roosevelt Room</b>
	<b>Q. Negotiation Skills</b>	<b>The Washington Room</b>
	<b>R. Creating an Academic Portfolio: Documenting Your Achievements and Conveying Your Aspirations</b>	<b>Plaza I</b>
	<b>S. What's Under the Rock? Finding Scholarship Opportunities in Your Clinics and Classrooms</b>	<b>The Boardroom</b>
	<b>T. The Art and Science of Teaching</b>	<b>The Lincoln Room</b>
	<b>U. Evidence Based Decision Making: A Framework for Guiding Our Career Choices</b>	<b>The Jefferson Room</b>
4:30 – 5:30 pm	Break	
5:30 – 6:45 pm	Hearty Reception	<b>Salon III</b>
7:00 – 8:30 pm	<b>Optional Focus Sessions (2)</b>	
	<b>1. Balancing Acts: Prioritizing Personal and Professional Lives</b>	<b>Plaza Ballroom</b>

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## **Monday, July 13 cont'd**

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### **2. Celebrating and Strategizing for Diversity in Academic Medicine The Roosevelt Room**

## Tuesday, July 14

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7:00 am – 3:30 pm	Registration/Information	Ritz-Carlton Ballroom Foyer
7:00 – 8:00 am	Continental Breakfast	Salons I and II
8:00 – 10:00 am	<b>Concurrent Workshops</b>	
	<b>V. Financial Negotiations 101</b>	<b>The Washington Room</b>
	<b>W. Effective Meetings: Moving Agendas Forward</b>	<b>The Jefferson Room</b>
	<b>X. Demystifying the Promotion and Tenure Process</b>	<b>The Roosevelt Room</b>
	<b>Y. Mentors: The Wind Beneath Your Academic Wings</b>	<b>The Lincoln Room</b>
	<b>Z. So You Want to Change the System: Moving a Program from Concept to Reality</b>	<b>Plaza I</b>
	<b>AA. Bumps Along the Road: Career Stumbling Blocks or Stepping Stones to Strength and Satisfaction?</b>	<b>Plaza II</b>
10:00 – 10:30 am	Break	Ritz-Carlton Ballroom Foyer
10:30 am – 12:30 pm	<b>Career Mapping III: Goals and Commitments— First Steps Towards the History of Your Future See handout on bulletin board for room assignments</b>	
12:30 – 3:00 pm	<b>Luncheon and General Session</b>	<b>Salons I &amp; II</b>
	<b>Being Heard Clearly – In the Boardroom and in the Elevator</b>	
3:00 – 3:15 pm	<b>Closing Remarks</b>	<b>Salons I &amp; II</b>

# Agenda

## Saturday, July 11

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7:00 am – 5:00 pm	Registration/ Information	<b>Ritz-Carlton Ballroom Foyer</b>
7:30 – 8:00 am	Continental Breakfast	<b>Ritz-Carlton Ballroom Foyer</b>
8:00 am – 5:00 pm	<b>Pre-Conference Workshop</b> <b>Nuts and Bolts of Effective Scientific Writing Workshop</b> <i>Limited to 25 participants</i> <b>Separate registration required</b>	<b>Plaza Ballroom</b>

Speakers:

**Constance D. Baldwin, Ph.D.**

Professor of Pediatrics  
University of Rochester

**Shine Chang, Ph.D.**

Associate Professor of Epidemiology  
Director of Cancer Prevention Research Training Program  
The 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 7:30 am, and the workshop will begin promptly at 8:00 am. Participants will be on their own for lunch from 11:30 am to 1:00 pm.

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**Saturday, July 11 cont'd**

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8:00 am – 5:00 pm      **Pre-Conference Workshop**      **Salon III A**

**Time Management and Organizational Skills**

*Limited to 35 participants*

**Separate registration required**

Speaker:

**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. 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

A light breakfast will be served at 7:30 a.m., and the workshop will begin promptly at 8:00 a.m. Participants will be on their own for lunch from 11:30 a.m. to 1:00 pm.

1:00 – 5:30 pm      **Pre-Conference Workshop**      **Salon III B**

**Difficult Conversations**

*Limited to 35 participants*

**Separate registration required**

Speakers:

**Susan Pollart, M.D.**

Associate Dean for Faculty Development

University of Virginia School of Medicine Associate Professor,

Department of Family Medicine

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## Saturday, July 11 cont'd

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**Linda Snelling, M.D.**

Associate Professor of Pediatrics and Surgery

Chief, Pediatric Critical Care Medicine

The Warren Alpert Medical School of Brown University

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.

## Sunday, July 12

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7:00 am – 5:00 pm      Registration/Information      **Ritz-Carlton Ballroom Foyer**

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

8:00 – 8:15 am      **Welcome**      **Salons I & II**

**R. Kevin Grigsby, D.S.W.**

Senior Director, Organizational Leadership and Development  
Association of American Medical Colleges

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

Senior Vice President, Children's National Medical Center  
Professor of Pediatrics  
George Washington University

8:15 – 10:15 am      **Opening Plenary**      **Salons I & II**  
**One Life, Many Choices: Choosing an Academic Path**

Moderator:

**Laura Schweitzer, Ph.D.**

President, Union Graduate College

Speakers:

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

Senior Vice President, Children's National Medical Center  
Professor of Pediatrics  
George Washington University

**Nadine Katz, M.D.**

Associate Dean for Students  
Director of Undergraduate Medical Education  
Department of Ob/Gyn & Women's Health  
Albert Einstein College of Medicine

**Linda Snelling, M.D.**

Division Chief of Pediatric Critical Care  
Director, Inpatient Pediatric Medicine  
Medical Director, Pediatric Sedation Program  
The Warren Alpert Medical School of Brown University

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**Sunday, July 12 cont'd**

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**Deborah Helitzer, Sc.D.**

Professor of Family and Community Medicine  
Assistant Dean for Research Education  
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.

10:15 – 10:30 am Break

**Ritz-Carlton Ballroom Foyer**

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

\*Workshop will be repeated

**A. Writing Proposals & Winning Research Grants\* Plaza II**

Speakers:

**Constance D. Baldwin, Ph.D.**

Professor of Pediatrics  
University of Rochester

**Shine Chang, Ph.D.**

Associate Professor of Epidemiology  
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.

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**Sunday, July 12 cont'd**

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**B. Grantcraft: Navigating the Maze of Federal Funding\*****The Roosevelt Room**

Speaker:

**Donna Vogel, M.D., Ph.D.**Director, Profession Development Office  
Johns Hopkins Medical Institutions

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.

**C. Negotiation Skills\*****The Washington Room**

Speaker:

**Carol Storey-Johnson, M.D.**Associate Professor of Clinical Medicine  
Senior Associate Dean, 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.

In this session, concrete steps toward powerful and positive negotiation will be discussed. 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.

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## Sunday, July 12 cont'd

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### **D. Creating an Academic Portfolio: Documenting Your Achievements and Conveying Your Aspirations \***

**Salons I & II**

Speakers:

**Janet Fleetwood, Ph.D.**

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

**Susan Pollart, M.D.**

Associate Dean for Faculty Development  
University of Virginia School of Medicine Associate Professor, Department of Family Medicine

An academic portfolio is an instrument for documenting one's academic contributions, strengths, and strategies. These documents, either in notebook or electronic form, provide tangible evidence of one's professional contributions. They are often used by others to assess one's professional achievements, providing a valuable opportunity for faculty members to display their best work.

Building upon the conceptual activities being done concurrently in the AAMC Career Mapping sessions, this practical workshop will focus on creating an academic portfolio for each participant that goes beyond her CV to showcase the fruits of one's labor and the essence of one's professional passions. The workshop will begin with a short didactic presentation during which participants will learn essential objectives and key structural elements of an academic portfolio. Then, working in pairs and individually, participants will create the framework for their academic showcase to highlight their activities in teaching, research, patient care, and/or service. By the end of the workshop, participants will have identified a direction for their professional statement that moves beyond the CV format, will have determined the key elements for their portfolio, and will have crafted a structured notebook with placeholders for actual documentation.

To make the best use of the time, workshop participants are encouraged to bring a copy of their CV and information relevant to their institution's portfolio requirements, if any. This information is usually available online or through each institution's Office of Faculty Development. In addition, other types of performance documentation, such one's annual review, can be helpful but is not essential.

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## Sunday, July 12 cont'd

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### **E. What's Under the Rock? Finding Scholarship Opportunities in Your Clinics and Classrooms \*      The Boardroom**

Speaker:

**Deborah Helitzer, Sc.D.**

Professor of Family and Community Medicine  
Assistant Dean for Research Education  
University of New Mexico School of Medicine

**Marcy Osgood, Ph.D.**

Associate Professor and Vice Chair  
Department of Biochemistry and Molecular Biology  
University of New Mexico Health Sciences Center

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.

### **F. The Art and Science of Teaching\*      The Lincoln Room**

Speaker:

**Darshana Shah, Ph.D.**

Associate Dean  
Professional Development in Medical Education  
Professor and Chief, Pathology Academic Section  
Joan C. Edwards School of Medicine at Marshall University

Teaching is an integral part of the many responsibilities of nearly every academic faculty member. The training of faculty to become more effective teachers is receiving more and more attention. Designing and delivering lectures that are well-prepared, well-organized, communicate ideas clearly, and engage students is no easy task. In this session, we'll discuss elements of effective lecturing, including preparation, public speaking skills, adding interactive elements to lectures, and the proper use of PowerPoint.

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**Sunday, July 12 cont'd**

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This 2-hour hands-on workshop adventure will allow participants to discover the art and science of effective teaching. Working in both large and small groups, participants will discuss efficient teaching models and analyze videotaped teaching vignettes. At the end of the workshop, participants will have developed and practiced new skills that are applicable to their individual teaching environments.

**G. Evidence Based Decision Making: A Framework for  
Guiding Our Career Choices \*** **The Jefferson Room**

Speaker:

**Erica Friedman, M.D.**

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

Success in our professional lives is a result of our talents, luck and choices. The decisions we make significantly impact on our careers, productivity and satisfaction. Participants in the workshop will help personalize a template that identifies the pros and cons of our options. Cases will be used to help create the framework for analyzing these decisions. In small groups, choices will be examined by identifying one previous and one current/future decision and use the template to analyze the potential and real benefits and detriments of those choices.

12:30 – 2:30 pm

**Lunch and Career Mapping I:  
Focus and Aspirations – Where are you now? What decisions  
got you here?  
See handout on bulletin board for room assignments**

*Lunch will be served in the Ritz-Carlton Ballroom Foyer and will be taken back to Career Mapping rooms.*

**Faculty:** Cora-Bramble, Danoff, Fleetwood, Friedman, Helitzer, Jarris, Katz, Pollart, Schweitzer, Shah, Storey-Johnson, Ottolini.

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

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**Sunday, July 12 cont'd**


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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**

\*Workshop will be repeated

**H. Financial Negotiations 101\***      **The Washington Room**

Speaker:

**Linda Snelling, M.D.**

Division Chief of Pediatric Critical Care  
 Director, Inpatient Pediatric Medicine  
 Medical Director, Pediatric Sedation Program  
 The Warren Alpert Medical School of Brown University

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, concrete steps toward powerful and positive negotiation will be discussed. 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.

**I. Effective Meetings: Moving Agendas Forward\***

**The Jefferson Room**

Speaker:

**Nadine Katz, M.D.**

Associate Dean for Students  
 Director of Undergraduate Medical Education  
 Department of Ob/Gyn & Women's Health  
 Albert Einstein College of Medicine

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## Sunday, July 12 cont'd

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Meetings are a wonderful tool for generating and expanding ideas and the success of a meeting depends largely on the leadership skills demonstrated by the group leader.

This interactive session will provide participants with the tools necessary for leading all types of meetings. Ideas of how to create useful agendas and handouts, and use a checklist to guide the discussion about the many steps involved in planning for an important meeting will be discussed. Participants will develop and practice essential facilitation skills that can be utilized to direct the flow of discussion, resolve roadblocks, and capture creative ideas while keeping the atmosphere positive and productive.

### **J. Demystifying the Promotion and Tenure Process\***

**The Roosevelt Room**

Speaker:

**Laura Schweitzer, Ph.D.**

President, Union Graduate College

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.

### **K. Mentors: The Wind Beneath Your Academic Wings\***

**The Lincoln Room**

Speaker:

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

Senior Vice President, Children's National Medical Center

Professor of Pediatrics

George Washington University

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.

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**Sunday, July 12 cont'd**

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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.

**L. "So You Want to Change the System": Moving a Program from Concept to Reality\*** **Plaza I**

Speaker:

**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.

**M. Bumps Along the Road: Career Stumbling Blocks or Stepping Stones to Strength and Satisfaction?** **The Boardroom**

Speaker:

**Mary C. Ottolini, M.D., M.P.H.**

Vice Chair for Medical Education

Professor of Pediatrics Hospitalist Division Chief

George Washington University School of Medicine

You would not be attending this conference if you were not bright, talented and successful. Little attention is usually directed towards anticipating the major challenges and dealing with the failures you are likely to encounter. True long term success can be limited by fear of failure. How you define success and an action plan for dealing with “failure” can determine how much you can achieve and how happy you will be along the way. This workshop

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## Sunday, July 12 cont'd

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will focus on defining what you want most from life and predicting what risks you will need to undertake to achieve your goals.

### **N. Direct from the Source: Useful Information from “Program” and “Review” Officers of the NIH**

Plaza II

Speaker:

#### **Suzanne Fisher, Ph.D.**

Director  
Division of Receipt Referral  
Center for Scientific Review  
National Institutes of Health

#### **Judith Podskalny, Ph.D.**

Director, Research Fellowship & Career Development and Digestive Disease Centers Programs  
Division of Digestive Diseases and Nutrition  
National Institute of Diabetes and Digestive and Kidney Diseases

#### **Shine Chang, Ph.D.**

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

Competing successfully for research funding from the National Institutes of Health (NIH) begins with understanding the grants process well. After a brief overview of the NIH by Shine Chang, Ph.D., former Associate Director for the Cancer Prevention Fellowship Program at the National Cancer Institute (NCI) and current Director of the Cancer Prevention Research Training Program at The University of Texas M. D. Anderson Cancer Center, this facilitated session will provide important perspective on two major aspects of the NIH grants process: program and review.

Judith Podskalny, Ph.D., a seasoned program officer with the National Institutes of Diabetes and Digestive and Kidney Diseases (NIDDK) who handles Career Development, Research Fellowship, and Digestive Disease Centers programs, will describe funding mechanisms of special interest to early career scientists and discuss the role and responsibilities of NIH program officers.

Suzanne Fisher, Ph.D., the Director, Division of Receipt and Referral of the NIH Center for Scientific Review (CSR), will present both the CSR organization and the process through which grant applications are reviewed at

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## Sunday, July 12 cont'd

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the NIH. Common points of confusion and frequent misperceptions held by new grant seekers will be discussed and considerable time in this session will be allocated for questions from the audience.

5:00 pm

Dinner on Your Own

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**Monday, July 13**


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7:00 am – 5:30 pm      Registration/Information      **The Ritz-Carlton Ballroom Foyer**

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

8:00 – 11:30 am      **General Session**      **Salons I and II**  
**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 – 12:00 pm      Break      **The Ritz-Carlton Ballroom Foyer**

12:00 – 2:00 pm      **Lunch and Career Mapping II**  
**Showcasing Your Potential: Your Biographical Wardrobe**  
**See handout on bulletin board for room assignments**

*Lunch will be served in the Ritz-Carlton Ballroom Foyer and will be taken back to the Career Mapping rooms.*

**Faculty:** Cora-Bramble, Danoff, Fleetwood, Friedman, Helitzer, Jarris, Katz, Pollart, Schweitzer, Shah, Storey-Johnson, Ottolini.

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.

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

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**Monday, July 13 cont'd**

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2:30 – 4:30 pm

**Concurrent Workshops****O. Writing Proposals & Winning Research Grants****Plaza II**

Speakers:

**Constance D. Baldwin, Ph.D.**Professor of Pediatrics  
University of Rochester**Shine Chang, Ph.D.**Associate Professor of Epidemiology  
Director of Cancer Prevention Research Training Program  
The University of Texas M. D. Anderson Cancer Center

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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.

**P. Grantcraft: Navigating the Maze of Federal Funding****The Roosevelt Room**

Speaker:

**Donna Vogel, M.D., Ph.D.**Director, Professional Development Office  
Johns Hopkins Medical Institutions

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

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**Monday, July 13 cont'd**

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know someone “on the inside” who can help you achieve your career and research goals.

**Q. Negotiation Skills****The Washington Room**

Speaker:

**Carol Storey-Johnson, M.D.**

Associate Professor of Clinical Medicine

Senior Associate Dean, 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

In this session, concrete steps toward powerful and positive negotiation will be discussed. 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.

**R. Creating an Academic Portfolio: Documenting Your Achievements and Conveying Your Aspirations****Plaza I**

Speakers:

**Janet Fleetwood, Ph.D.**

Professor of Family, Community &amp; Preventive Medicine

Associate Vice Provost for Faculty Development &amp; Equity

Drexel University &amp; Drexel College of Medicine

**Susan Pollart, M.D.**

Associate Dean for Faculty Development

University of Virginia School of Medicine Associate Professor, Department of Family Medicine

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## Monday, July 13 cont'd

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An academic portfolio is an instrument for documenting one's academic contributions, strengths, and strategies. These documents, either in notebook

or electronic form, provide tangible evidence of one's professional contributions. They are often used by others to assess one's professional achievements, providing a valuable opportunity for faculty members to display their best work.

Building upon the conceptual activities being done concurrently in the AAMC Career Mapping sessions, this practical workshop will focus on creating an academic portfolio for each participant that goes beyond her CV to showcase the fruits of one's labor and the essence of one's professional passions. The workshop will begin with a short didactic presentation during which participants will learn essential objectives and key structural elements of an academic portfolio. Then, working in pairs and individually, participants will create the framework for their academic showcase to highlight their activities in teaching, research, patient care, and/or service. By the end of the workshop, participants will have identified a direction for their professional statement that moves beyond the CV format, will have determined the key elements for their portfolio, and will have crafted a structured notebook with placeholders for actual documentation.

To make the best use of the time, workshop participants are encouraged to bring a copy of their CV and information relevant to their institution's portfolio requirements, if any. This information is usually available online or through each institution's Office of Faculty Development. In addition, other types of performance documentation, such one's annual review, can be helpful but is not essential.

### **S. What's Under the Rock? Finding Scholarship Opportunities in Your Clinics and Classrooms**

**The Board Room**

Speaker:

**Deborah Helitzer, Sc.D.**

Professor of Family and Community Medicine  
Assistant Dean for Research Education  
University of New Mexico School of Medicine

**Marcy Osgood, Ph.D.**

Associate Professor and Vice Chair  
Department of Biochemistry and Molecular Biology  
University of New Mexico Health Sciences Center

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**Monday, July 13 cont'd**

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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.

**T. The Art and Science of Teaching****The Lincoln Room**

Speaker:

**Darshana Shah, Ph.D.**

Associate Dean

Professional Development in Medical Education

Professor and Chief, Pathology Academic Section

Joan C. Edwards School of Medicine at Marshall University

Teaching is an integral part of the many responsibilities of nearly every academic faculty member. The training of faculty to become more effective teachers is receiving more and more attention. Designing and delivering lectures that are well-prepared, well-organized, communicate ideas clearly, and engage students is no easy task. In this session, we'll discuss elements of effective lecturing, including preparation, public speaking skills, adding interactive elements to lectures, and the proper use of PowerPoint.

This 2-hour hands-on workshop adventure will allow participants to discover the art and science of effective teaching. Working in both large and small groups, participants will discuss efficient teaching models and analyze videotaped teaching vignettes. At the end of the workshop, participants will have developed and practiced new skills that are applicable to their individual teaching environments.

**U. Evidence Based Decision Making: A Framework for Guiding Our Career Choices****The Jefferson Room**

Speaker:

**Erica Friedman, M.D.**

Associate Professor of Medicine

Associate Dean for Undergraduate Medical Education

Mount Sinai School of Medicine

## Monday, July 13 cont'd

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Success in our professional lives is a result of our talents, luck and choices. The decisions we make significantly impact on our careers, productivity and satisfaction. Participants in the workshop will help personalize a template that identifies the pros and cons of our options. Cases will be used to help create the framework for analyzing these decisions. In small groups, choices will be examined by identifying one previous and one current/future decision and use the template to analyze the potential and real benefits and detriments of those choices.

5:30 – 7:00 pm      Hearty Reception      **Salon III**

7:00 – 8:30 pm      **Optional Focus Sessions (2)**

### **1. Balancing Acts: Prioritizing Personal and Professional Lives**      **The Plaza Ballroom**

Speakers:

**Susan Pollart, M.D.**

Associate Dean for Faculty Development  
University of Virginia School of Medicine Associate Professor,  
Department of Family Medicine

**Yumi Shitama Jarris, M.D.**

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

It was once assumed that women entering academic medicine had chosen to give up a personal life in pursuit of professional success. That is not the case for those of us who belong to the cohort of women just beginning their academic medical career. We are told, and it is likely true, that we can have it all. But a challenge we face is figuring out what "having it all" means. Once we have figured what it is, an equally daunting task is figuring out how to get started on the road that leads to "it all". In this session, participants will explore the various meanings of "having it all" and, in small groups, begin to define what that means for individual participants. With this information, participants will develop value-based strategies to start each of us on our own road to "having it all".

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## Monday, July 13 cont'd

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### **2. Celebrating and Strategizing for Diversity in Academic Medicine**

**The Roosevelt Room**

Speakers:

**Valarie Clark, M.P.A.**

Director of Faculty Development  
Association of American Medical Colleges

**Janet Fleetwood, Ph.D.**

Professor and Vice Chair for Academic Affairs; Family, Community and Preventive Medicine  
Drexel University College of Medicine

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.

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**Tuesday, July 14**

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7:00 am – 5:30 pm      Registration/Information      **The Ritz-Carlton Ballroom Foyer**

7:00 – 8:00 am      Continental Breakfast      **Salons I and II**

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

**V. Financial Negotiations 101****The Washington Room**

Speaker:

**Linda Snelling, M.D.**

Associate Professor of Pediatrics and Surgery

Chief, Pediatric Critical Care Medicine

The Warren Alpert Medical School of Brown University

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, concrete steps toward powerful and positive negotiation will be discussed. 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.

**W. Effective Meetings: Moving Agendas Forward****The Jefferson Room**

Speaker:

**Nadine Katz, M.D.**

Associate Dean for Students

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 and the success of a meeting depends largely on the leadership skills demonstrated by the group leader.

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**Tuesday, July 14 cont'd**

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This interactive session will provide participants with the tools necessary for leading all types of meetings. Ideas of how to create useful agendas and handouts, and use a checklist to guide the discussion about the many steps involved in planning for an important meeting will be discussed. Participants will develop and practice essential facilitation skills that can be utilized to direct the flow of discussion, resolve roadblocks, and capture creative ideas while keeping the atmosphere positive and productive.

**X. Demystifying the Promotion and Tenure Process****The Roosevelt Room**

Speaker:

**Laura Schweitzer, Ph.D.**

President, Union Graduate College

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.

**Y. Mentors: The Wind Beneath Your Academic Wings****The Lincoln Room**

Speaker:

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

Senior Vice President, Children's National Medical Center

Professor of Pediatrics

George Washington University

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

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## Tuesday, July 14 cont'd

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the optimal number and types of mentors and assess the mentor's effectiveness.

### **Z. "So You Want to Change the System": Moving a Program from Concept to Reality** **Plaza I**

Speaker:

**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.

### **AA. Bumps Along the Road: Career Stumbling Blocks or Stepping Stones to Strength and Satisfaction?** **Plaza II**

Speaker:

**Mary C. Ottolini, M.D., M.P.H.**

Vice Chair for Medical Education  
Professor of Pediatrics Hospitalist Division Chief  
George Washington University School of Medicine

You would not be attending this conference if you were not bright, talented and successful. Little attention is usually directed towards anticipating the major challenges and dealing with the failures you are likely to encounter. True long term success can be limited by fear of failure. How you define success and an action plan for dealing with “failure” can determine how much you can achieve and how happy you will be along the way. This workshop will focus on defining what you want most from life and predicting what risks you will need to undertake to achieve your goals.

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**Tuesday, July 14 cont'd**


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

10:30 am – 12:30 pm      **Career Mapping III:  
Goals and Commitments—First Steps towards The History of  
Your Future**  
**See handout on bulletin board for room assignments**

**Faculty:** Cora-Bramble, Danoff, Fleetwood, Friedman, Helitzer, Jarris, Katz, Pollart, Schweitzer, Shah, Storey-Johnson, Ottolini.

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.

12:30 – 3:00 pm      **Luncheon and General Session**      **Salons I and II**  
**Being Heard Clearly – In the Boardroom and in the Elevator**

Speaker:

**Susan Miller, Ph.D., C.C.C.**  
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 – 3:15 pm      **Closing Remarks**      **Salons I and II**

**R. Kevin Grigsby, D.S.W.**  
Senior Director, Organizational Leadership and Development  
Association of American Medical Colleges.