



Tomorrow's Doctors, Tomorrow's Cures®

Mid-Career Women Faculty Professional Development Seminar Preliminary Agenda

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

December 15-18, 2007
Westin Kierland Resort
Scottsdale, AZ

Association of
American Medical Colleges

Agenda

Saturday, December 15

7:00 am – 5:00 pm Registration *Herberger Foyer West*

8:00 am – 5:00 pm **Pre-Conference Workshops**

Nuts and Bolts of Effective Scientific Writing Workshop *Rainmakers B*

Constance D. Baldwin, Ph.D.

Professor of Pediatrics
University of Rochester

Separate registration required

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 skill 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

8:00 am – 5:00 pm **Time Management and Organizational Skills** *Rainmakers C*

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

Associate Provost for Faculty
Professor of Obstetrics & Gynecology, and Epidemiology
University of Iowa

Separate registration required

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

Saturday, December 15 cont'd

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 will 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

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.

8:00 am – 12:30 pm **Negotiating for Organizational Change:
Applications to Medical Education Workshop**

Rainmakers A

Speakers:

Diane Magrane, M.D.

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

Mary Y. Lee, M.D.

Associate Provost
Tufts University

Separate registration required

Organizational change is always negotiated between individuals and groups. In successful negotiations, preparation is necessary. Using examples of how they negotiated significant educational changes in their own institutions, two senior clinician-educators-administrators will guide participants through a series of exercises in basic negotiation skills. Participants will use the tools and skills of negotiation to prepare discussions and negotiations in their own institutions.

Sunday, December 16

7:00 am – 5:00 pm Registration *Herberger Foyer West*

7:00 – 8:00 am Continental Breakfast *Herberger Foyer North*

8:00 – 8:15 am **Welcome and Overview of the Seminar** *Herberger Ballroom 1,2,3*

Diane Magrane, M.D.

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

8:15 – 9:45 am **General Session** *Herberger Ballroom 1,2,3*

The Many Paths to Academic Leadership

Moderator:

Valerie Parisi, M.D., M.P.H., M.B.A.,

Vice Dean for Hospital Relations and Clinical Affairs
Wayne State University School of Medicine

Panelists:

Mary Y. Lee, M.D.

Associate Provost
Tufts University

Maria Soto-Greene, M.D.

Professor and Vice Dean
New Jersey Medical School

J. Renee Navarro, Pharm. D., M.D.

Clinical Professor, Anesthesia and Perioperative Care
Associate Dean, Academic Affairs
University of California, San Francisco

Anne Wright, Ph.D.

Associate Dean for Faculty Affairs
Research Professor of Pediatrics
University of Arizona College of Medicine

Sunday, December 16 cont'd

How does one build a network and a portfolio of accomplishment to follow a path to leadership? How does one use the various leadership opportunities afforded her to further her passions within academic medicine? How do social networks and contributions to leadership through education, science, clinical care, and administration. National academic leaders describe their varied career pathways and leadership contributions. With Dr. Parisi moderating, the panel will open for questions from the audience.

9:45 – 10:00 am Refreshment Break *Herberger Foyer North*

10:00 am – Noon **Concurrent Workshops: Wave I**

1.1 Raising Conflict Productively

Rainmakers A

Rosie Goldstein, M.D.

Vice President, Research

University of Calgary

During this highly interactive session participants will identify sources of conflict, identify strategies to raise conflict productively, and begin to use a simple framework to become less reactive and more systematic in their approach to conflict. This session is punctuated by several exercises, including a ten minute self-reflection and pair-wise discussion of a personal or professional conflict and its “2 faces.” An instructor demonstration (role-play) of a health care setting related dispute, using conflict resolution tools and communication skills to approach the conflict productively. The session closes with small group facilitated discussion of participant's conflict problems generated in the pair-wise discussion using the conflict analysis presented.

**1.2 Hiring, Coaching and Dismissing:
Effective Personnel Management**

Rainmakers B

J. Renee Navarro, Pharm. D., M.D.

Clinical Professor, Anesthesia and Perioperative Care

Associate Dean, Academic Affairs

University of California, San Francisco

Whether you are managing a lab, a clinical office, or an educational administrative staff, you will find your self in a position of interviewing and selecting new personnel. Once hired, the goal is to retain and nurture so that each staff member can contribute to the organization. Practices that highlight skills and job “fit” lead to improved performance of personnel after hiring and bring clarity to informal feedback, performance reviews, and, if necessary, dismissal. Join an experienced clinician-scientist in an exploration of optimal practices - and what to do when staff performance does not meet expectations.

Sunday, December 16 cont'd

1.3 Negotiating for Resources:*Rainmakers C***Getting the Best to Do Your Best****Valerie Parisi, M.D., M.P.H., M.B.A.**Vice Dean for Hospital Relations and Clinical Affairs
Wayne State University School of Medicine

The best negotiation plans arise from effective partnerships to advance institutional, departmental, and individual goals. The discussions in this session address how management and leadership contribute to effective negotiation through creative problem-solving.

1.4 Winning Research Grants*Sitgreaves Suite***Constance D. Baldwin, Ph.D.**Professor of Pediatrics
University of Rochester

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.

**1.5 Financial Basics of Academic Departments:
Strategic Budgeting***Parke Suite***Lilly Marks**Executive Director, University Physicians, Inc.
Senior Associate Dean, Administration and Finance
University of Colorado at Denver School of Medicine

Understanding the dynamics of Medical School and department economics can help you navigate the complexities of your academic medical center. This session will help you address the challenges of integrating multiple revenue sources to deliver our tripartite missions. Basic budget development and strategies for negotiating resources will also be addressed.

Sunday, December 16 cont'd

1.6 Gaining Visibility as a Leader*Pathfinders B***Anne Wright, Ph.D.**

Associate Dean for Faculty Affairs
 Research Associate Professor of Pediatrics
 University of Arizona College of Medicine

Kathryn L. Reed, M.D.

Professor and Head
 Department of Obstetrics and Gynecology
 University of Arizona College of Medicine

How does one recognize and create opportunities that foster advancement towards leadership positions? This interactive session will explore such issues as how to determine whether a committee or administrative assignment is an opportunity and what to do when it is not apparently worthwhile. Discussion will include consideration of the politics of building networks and working with mentors, supervisors, and colleagues to create opportunities for leadership. We also will consider what power their supporters and challengers bring to situations and what power each of us has to bring our voice and contributions to visibility.

1.7 Where Does My Time Go?*Whipple Suite***Marie Bernard, M.D.**

Professor and Chairman, Reynolds Department of Geriatrics
 University of Oklahoma College of Medicine and ACOS

For mid-career woman in medicine challenges exist in balancing demands at work with those of spouse, children, and older parents. How does one attend to the priorities in each realm, and yet preserve time for self? This workshop will be a guided discussion of these challenges, using real-life case examples and allowing opportunities to share personal experiences in time management.

There will be three primary areas of focus during the discussion: 1) prioritization in keeping with one's life goals, with the 10 commandments of women in medicine for a reference point; 2) systems for facilitating organization – electronic, hard copy, tickler systems, etc.; 3) optimizing support systems of spouse, family, friends, employed help – in particular, nourishment of these relationships to the mutual benefit of all involved.

12:00 – 3:00 pm

Lunch on your own - Sign up sheets will be available to facilitate networking across specialties, mission focus, and research interests.

12:30– 2:30 pm

**Faculty Career Mapping Facilitators Luncheon
 (Faculty Only)**

Mapmakers A

Sunday, December 16 cont'd

3:00 – 5:00 pm

Concurrent Workshops: Wave II**1.8 Using *Teams and Tools* to Create High Performance Work Groups*****Rainmakers A*****Luanne E. Thorndyke, M.D., F.A.C.P.**

Associate Dean for Professional Development

Professor of Medicine

Penn State College of Medicine

Leading teams or work groups and being an effective team member takes skill and tools. This session is intended to increase understanding of what is involved in creating a high performance team and in making work groups successful. An interactive discussion format will allow a review the differences between teams and committees, and the role and function of teams versus other work groups. Through case study and role-play, participants will work on the tools for team decision-making, communication, conflict-management, and managing dysfunctional behaviors and team members.

1.9 Strategic Career Planning***Rainmakers B*****Page S. Morahan, Ph.D.**

Co-Director, Executive Leadership in Academic Medicine Program

Drexel University College of Medicine

Has your career just sort of “evolved” and you’re not sure where you’re headed? Do you feel like you’ve “been there and done that” and are ready for something else, if you just knew what it was? This interactive workshop includes: review of self-directed strategic career planning; dialogue on the different approaches to mentoring and the role of mentoring throughout one’s career; discussion of the changing interrelationships among job phases, career phases and adult life cycle stages in the new world of healthcare delivery and academic medicine; and tips on how to traverse career transitions. About 30% of the workshop will be devoted to individual career reflection, sharing individual experiences, and planning the next strategic career steps.

1.10 Managing Difficult Conversations***Rainmakers C*****Maria Soto-Greene, M.D.**

Professor and Vice Dean

New Jersey Medical School

Regardless of institutional role, difficult conversations are unavoidable. Using case discussions and role playing participants will identify common elements of effective mediation and in turn key strategies to utilize difficult conversations with staff, colleagues, supervisors, and even family members.

Sunday, December 16 cont'd

The ultimate goal is to develop a practice of consciously identify strategies and communication styles resulting in an outcome that is mutually respectful, shared and valued.

1.11 Sustaining Your Passions: Delegating Without Giving Up Responsibility*Parke Suite***Barbara Thompson, M.D.**

Professor and Chair

Department of Family Medicine

University of Texas Medical Branch @ Galveston

As responsibilities increase, time to continue clinical, teaching or research passions becomes more precious. It becomes even more important to sustain core passions that re-ignite our energies. In the course of this workshop we will identify these core passions through stories of our professional lives, and explore ways to protect and nourish these activities. Through our own personal narratives we will be able to identify and share practices that sustain our energies. We will discuss how to delegate activities and build responsible teams, in our departments and divisions, while keeping a firm hand on the tiller.

1.12 Managing Conflict in a Multi-Cultural World*Sitgreaves Suite***Susan M. Scott, M.D.**

Associate Dean, Academic Affairs

University of New Mexico School of Medicine

Leslie A. Morrison, M.D.

Assistant Dean for Academic Affairs

Professor of Neurology and Pediatrics

University of New Mexico School of Medicine

The workshop will focus on the role conflict resolution techniques play in creating opportunities for women and minorities to enhance their career while improving their institutions. The speaker will address the historically poor results obtained by women, the causes, and, why learning and applying these techniques lead to improved outcomes. The added impact of culture on successful resolution of conflict will be addressed. Attendees will the opportunity to practice conflict resolution techniques within the workshop, as well as develop a plan for applying these techniques within the home and work environment.

Sunday, December 16 cont'd

**1.13 Working WITH your Chair
Getting an Audience and Getting Heard
Ann Thor, M.D.**
Whipple Suite

Chair, Department of Pathology
University of Colorado School of Medicine

In general, we all have three types of opportunities to communicate with our supervisors: formal appointments, social occasions, and chance meetings in the hallway or elevator. How can you make the best of each of these opportunities? Come prepared to discuss the best approaches to getting an audience with your Division Chief or Department Chair in a manner in which you can build a vision together. Come prepared to practice your “elevator speeches”, i.e. those two-minute responses to “Hello! How are you doing?” that can lead to your next leadership opportunity.

**1.14 Making Meetings Work
Mary Y. Lee, M.D.**
Pathfinders B

Associate Provost
Tufts University

How many meetings have you attended where you felt, "How did we just waste another hour of precious time!?" Bring examples of your most frustrating meeting moments. This interactive workshop will address the key elements of effective meetings whether you are the chair or a member. Discussion will include meeting preparation, agenda setting, moving an agenda while balancing efficiency with open discussion, handling difficult members, recruitment and selection of members for committees, creating meeting materials, meeting wrap-up with next steps, and meeting followup. Meeting members will thank you for a great meeting, and you'll get more accomplished!

5:00 – 5:30 pm

Break

5:30 – 6:30 pm

Hearty Reception

Sandpainter's Courtyard

Sunday, December 16 cont'd

6:30 – 8:30 pm

Career Mapping I: Focus and Aspirations**Where are you now? What decisions got you here?***Beverages and dessert will be served in Herberger Foyer North***Faculty:****Bernard – Mapmakers A****Goldstein – Sitgreaves Suite****Magrane – Whipple Suite****Morahan – Pathfinders A****Parisi – Pathfinders B****Reed – Mapmakers B****Scott – Tribal Room A****Soto-Greene – Rainmakers C****Thompson – Parke Suite****Thor – Rainmakers A****Thorndyke – Rainmakers B****Wright – Tribal Room B**

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. A member of the program faculty will facilitate each group of 10-15 participants. Interactive exercises will promote reflection and feedback to promote the development of career intentions.

Monday, December 17

7:00 am – 3:30 pm Registration *Herberger Foyer West*

7:30 – 8:00 am Breakfast *Herberger Foyer North*

8:00 – 9:30 am **Financing the Missions of Academic Medicine: From Institutional Planning to Department Budgeting** *Herberger Ballroom 1,2,3*

Speakers:

Lilly Marks

Executive Director, University Physicians, Inc.
Senior Associate Dean, Administration and Finance
University of Colorado at Denver School of Medicine

Marie Bernard, M.D.

Professor and Chairman, Reynolds Department of Geriatrics
University of Oklahoma College of Medicine and ACOS

Kathryn L. Reed, M.D.

Professor and Head
Department of Obstetrics and Gynecology
University of Arizona College of Medicine

Barbara Thompson, M.D.

Professor and Chair
Department of Family Medicine
University of Texas Medical Branch @ Galveston

Ann Thor, M.D.

Chair, Department of Pathology
University of Colorado School of Medicine

Show me the money! – And I will show you the priorities and resource infrastructure of any organization. A senior Chief Financial Officer of a major academic medical institution will describe the challenges and processes of aligning institutional mission, vision, and resource distribution. Experienced department chairs will then address how they consider, prepare, present, implement, communicate, and track departmental resources and activities. Bring the questions you always wanted to ask!

9:30 – 10:00 am Refreshment Break *Herberger Foyer North*

Monday, December 17 cont'd

10:00 am – Noon **Concurrent Workshops: Wave I (Repeated)**

- 2.1 Raising Conflict Productively – *Rainmakers A***
- 2.2 Hiring, Coaching and Dismissing - *Tribal Room***
- 2.3 Negotiating for Resources – *Mapmakers***
- 2.4 Winning Research Grants – *Whipple Suite***
- 2.5 Financial Basics of Academic Departments – *Parke Suite***
- 2.6 Gaining Visibility as a Leader– *Sitgreaves Suite***
- 2.7 Where Does My Time Go? – *Pathfinders***

12:00 – 12:30 pm Break

12:30 – 2:30 pm **Career Mapping II: What Does Your CV Say about Your Scholarship?**
Lunch will be served

Faculty:

Bernard – *Greenway A*
Goldstein – *Sitgreaves Suite*
Magrane – *Whipple Suite*
Morahan – *Pathfinders A*
Parisi – *Pathfinders B*
Reed – *Greenway B*
Scott – *Tribal Room*
Soto-Greene – *Rainmakers C*
Thompson – *Parke Suite*
Thor – *Rainmakers A*
Thorndyke – *Rainmakers B*
Wright – *Mapmakers*

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.

2:30 – 3:00 pm Refreshment Break

Herberger Foyer North

Monday, December 17 cont'd

3:00 – 5:00 pm

Concurrent Workshops: Wave II (Repeated)

**2.8 Using *Teams and Tools* to Create High Performance Work Groups –
*Rainmakers A***

2.9 Strategic Career Planning – *Rainmakers B*

2.10 Managing Difficult Conversations – *Rainmakers C*

**2.11 Sustaining Your Passions: Delegating Without Giving Up
Responsibility – *Parke Suite***

2.12 Managing Conflict in a Multi-Cultural World – *Sitgreaves Suite*

2.13 Working WITH your Chair – *Whipple Suite*

2.14 Making Meetings Work – *Tribal Room*

6:30 – 8:30 pm

Faculty Dinner

Greenway

Participants: Evening open for dinner on your own or with colleagues)

Tuesday, December 18

7:00 am – 6:15 pm Registration *Herberger Foyer West*

8:00 – 9:30 am **Breakfast Café:
Perspectives on Diversity, Spirituality and Life-Balance** *Herberger Ballroom 1,2,3*

Breakfast Café Host:

Diane Magrane, M.D.

Associate Vice President for Faculty Development & 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?

How can addressing diversity in our scholarship lead to institutional and academic excellence?

How is it that scholarship that addresses social needs challenges the traditional social structure of academic medicine?

How is it that working in multidisciplinary teams pushes the culture of the organizations within the teams that work there?

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.

9:30 – 9:45 am Refreshment Break *Herberger Foyer North*

9:45 – 11:45 am **Career Mapping III: Career Commitments – First Steps towards the History of Your Future**

Faculty:

Bernard – Greenway A

Goldstein – Sitgreaves Suite

Magrane – Whipple Suite

Morahan – Pathfinders A

Parisi – Pathfinders B

Tuesday, December 18 cont'd

Reed – Greenway B
Scott – Tribal Room A
Soto-Greene – Rainmakers C
Thompson – Parke Suite
Wright – Tribal Room B
Thor – Rainmakers A
Thorndyke – Rainmakers B

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.

11:45 am – Noon

Break

12:00 – 2:00 pm

Communicating Effectively
Lunch will be served

Herberger Ballrooms 1,2,3

Communicating Effectively: Getting Your Point Across

Cindy DiBiasi

Partner

3D Communications

Former health and science reporter Cindi DiBiasi says, “A public meeting is a bad time for an original thought.” This session will show you how to prepare your point of view ahead of time and deliver it with confidence so you get credit for your clear thinking. Learn how to identify your audience's needs, make your message memorable and be viewed as a powerful communicator.

2:30 – 5:30 pm

Optional Workshop: Dealing with the Media ***Herberger Ballrooms 1,2,3***
Separate registration required

Cindy DiBiasi

Partner

3D Communications

Does the thought of being interviewed by the media scare you—or is it something you’re looking forward to? A media interview is a great opportunity to communicate important medical information, give exposure for you and your institution, and advance your career—but only if you do it right! Former health and science reporter Cindy DiBiasi gives us an inside look at what reporters want, how to prepare sound bites and quotes that the media will

Tuesday, December 18 cont'd

use, and how to deliver those messages so that our point of view is captured accurately. Each participant will have the opportunity to be videotaped conducting a brief interview about a message of importance to her and her institution.