



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 5 – December 8, 2009
The Westin Kierland Resort & Spa
Scottsdale, Ariz.

Association of
American Medical Colleges

Mid-Career Women Faculty Professional Development Seminar Preliminary Agenda

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Meeting-At-A-Glance

Saturday, December 5

- 7:00 am – 5:00 pm Registration/Information Open
- 8:00 am – 5:00 pm Optional Pre-Seminar Workshops
- 8:00 am – 5:00 pm **Nuts and Bolts of Effective Scientific Writing**
- 8:00 am – 4:00 pm **Tools and Skills to Enhance Teamwork**
- 8:00 am – 12:30 pm **Negotiating for Organizational Change: Applications to Medical Education**

Sunday, December 6

- 7:00 am – 5:00 pm Registration/ Information Open
- 7:00 – 8:00 am Breakfast
- 8:00 – 8:15 am **Welcome and Overview of the Seminar**
- 8:15 – 9:45 am **General Session: The Many Paths to Academic Leadership**
- 9:45 – 10:00 am **Refreshment Break**
- 10:00 am – Noon **Concurrent Breakout Sessions (7)**
- Noon – 1:30 pm Lunch on Your Own
- 1:30 – 3:30 pm **Concurrent Breakout Sessions (7)**
- 3:30 – 4:00 pm Break
- 4:00 – 6:00 pm **Career Mapping I: Focus and Aspirations**
Where are you now? What decisions got you here?
- 6:00 – 8:00 pm Hearty Reception
- 7:45 – 8:30 pm Optional ELAM Informational Session (1)

Monday, December 7

- 7:00 am – 3:30 pm Registration/Information Open
- 7:30 – 8:00 am Breakfast
- 8:00 – 10:00 am **General Session**
Financing the Missions of Academic Medicine: Dispelling the Myths and Addressing the Challenges
- 10:00 – 10:15 am Refreshment Break
- 10:15 am – 12:15 pm **Concurrent Breakout Sessions (7)**
- 12:15 – 12:30 pm Break
- 12:30 – 2:30 pm **Career Mapping II:**
What Does Your CV Say about Your Scholarship?
- 2:30 – 3:00 pm Refreshment Break
- 3:00 – 5:00 pm **Concurrent Breakout Sessions (7)**
- 5:30 – 6:30 pm **Maintaining Your Vitality as a Faculty Member and as a Woman**
- 6:30 – 7:30 pm Light Reception – casual clothing encouraged

Tuesday, December 8

- 7:00 am – 12:30 pm Registration/Information Open
- 8:00 – 10:00 am **Career Mapping III:**
Career Commitments – First Steps towards the History of Your Future
- 10:00 – 10:15 am Break
- 10:15 am – 12:15 pm **General Session**
Communicating Effectively: Getting Your Point Across
- 12:15 – 12:30 pm Closing Remarks
- 12:30 pm Meeting Adjourns

Agenda

Saturday, December 5

7:00 am – 5:00 pm Registration/Information Open

8:00 am – 5:00 pm **Optional Pre-Seminar Workshops**

8:00 am – 5:00 pm **Nuts and Bolts of Effective Scientific Writing**

Constance D. Baldwin, Ph.D.

Professor of Pediatrics
University of Rochester

Separate registration of \$140 required - Breakfast and lunch will be served

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 – 4:00 pm **Tools and Skills to Enhance Teamwork**

Speakers:

R. Kevin Grigsby, D.S.W.

Senior Director, Organizational Leadership Development
Association of American Medical Colleges

Diane Magrane, M.D.

Director, Center for Executive Leadership in Academics
Program Director, ELAM
Institute for Womens Health and Leadership
Professor, Obstetrics and Gynecology
Drexel University College of Medicine

Saturday, December 5 (continued)

Roberta E. Sonnino, M.D., F.A.C.S., F.A.A.P.

Associate Dean for Faculty Affairs

Professor of Surgery

University of Minnesota Medical School

Luanne E. Thorndyke, M.D., F.A.C.P.

Associate Dean for Professional Development

Professor of Medicine, Penn State College of Medicine

Separate registration of \$140 required - Breakfast and lunch will be served

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 of 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 team behaviors and the organizational challenges that accompany team work

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

Mary Y. Lee, M.D.

Associate Provost

Professor of Medicine

Tufts University

Joyce A. Sackey, M.D., F.A.C.P.

Dean for Multicultural Affairs and Global Health

Tufts University School of Medicine

Separate registration of \$70 required

Breakfast will begin at 7:30 a.m. and session will start promptly at 8:00 a.m.

Successful negotiations for organizational change require preparation and specific skills. Using examples of how they negotiated significant educational changes in their own institutions, two senior clinician-educator-administrators will guide participants through a series of exercises in basic negotiation skills that will help you break new ground and promote institutional change.

Using the case study approach, they will also examine special factors affecting the negotiation process, including issues related to diversity. They will invite you (through pre-work and during the workshop) to identify and share real life examples of challenges you have faced when engaged in institutional change. By the end of the workshop, you will have experimented with tools and skills of negotiation that will prepare you for discussions and negotiations in your own institutions.

Sunday, December 6

7:00 am – 5:00 pm Registration/ Information Open

7:00 – 8:00 am Breakfast

8:00 – 8:15 am **Welcome and Overview of the Seminar**

R. Kevin Grigsby, D.S.W.

Senior Director, Organizational Leadership Development
Association of American Medical Colleges

8:15 – 9:45 am

General Session:

The Many Paths to Academic Leadership

Moderator:

Diane Magrane, M.D.

Director, Center for Executive Leadership in Academics
Program Director, ELAM
Institute for Womens Health and Leadership
Professor, Obstetrics and Gynecology
Drexel University College of Medicine

Panelists:

Mary Y. Lee, M.D.

Associate Provost
Professor of Medicine
Tufts University

Ann Thor, M.D.

Chair, Department of Pathology
University of Colorado at Denver and Health Sciences Center

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

HS Clinical Professor, Anesthesia and Perioperative Care
Associate Dean, Academic Affairs
Director of Academic Diversity
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 6 (continued)

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 to her to further her passions within academic medicine? How do social networks contribute to leadership in education, science, clinical care, and administration? National academic leaders describe their varied career pathways and leadership contributions. With Dr. Magrane moderating, the panel will open for questions from the audience.

9:45 – 10:00 am **Refreshment Break**

10:00 am – Noon **Breakout Sessions (7)**

1. Financial Basics of Academic Departments: Strategic Budgeting**Lilly Marks**

Executive Director, University Physicians, Inc.
Senior Associate Dean, Administration and Finance
University of Colorado 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.

2. Hiring, Coaching and Dismissing: Effective Personnel Management**J. Renee Navarro, Pharm. D., M.D.**

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

Whether you are managing a lab, a clinical office, or an educational administrative staff, you will find yourself 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

Sunday, December 6 (continued)

practices - and what to do when staff performance does not meet expectations.

3. Negotiating for Resources: Getting the Best to Do Your Best

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

Interim Dean

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.

4. Winning Research Grants

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.

5. Gaining Visibility as a Leader

Anne Wright, Ph.D.

Associate Dean for Faculty Affairs

Research Professor of Pediatrics

University of Arizona College of Medicine

Kathryn L. Reed, M.D.

Professor and Head, 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

Sunday, December 6 (continued)

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.

6. Where Does My Time Go?

Marie A. Bernard, M.D.

Deputy Director, National Institute on Aging
National Institutes of Health

For a 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.

7. The Art and Style of Interpersonal Communication

Luanne E. Thorndyke, M.D., F.A.C.P.

Associate Dean for Professional Development
Professor of Medicine, Penn State College of Medicine

Roberta E. Sonnino, M.D., F.A.C.S., F.A.A.P.

Associate Dean for Faculty Affairs
Professor of Surgery
University of Minnesota Medical School

Women, more often than men, operate from the belief that “good work” is all that is needed to advance in one’s career. This session is intended to increase participants’ skills in diplomatic and strategic communication, including advocating for oneself and one’s work in order to be successful. An interactive discussion format will allow a discussion of the differences between “graceful self-promotion” and bragging, and the ways that individuals can gain visibility for themselves and their work within an organization. Through small group exercises and role-play, participants will work on tools for communication, self-promotion, and leadership. Topics that will be

Sunday, December 6 (continued)

addressed will also include: use and abuse of email, the ABC's of criticism, and nonverbal communication.

12:00 – 1:30 pm Lunch on Your Own

1:30 – 3:30 pm **Breakout Sessions (7)**

1. Financial Basics of Academic Departments: Strategic Budgeting

See Sunday am for session description.

2. The Art and Style of Interpersonal Communication

See Sunday am for session description.

3. Strategic Career Planning

Page S. Morahan, Ph.D.

Co-Director, Executive Leadership in Academic Medicine Program
Professor, Microbiology and Immunology
Drexel University College of Medicine

Has your career just sort of “evolved” and you are not sure where you are headed? Do you feel like you have “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.

4. Effective Meetings: Demonstrate Your Leadership Skills by Moving Agendas Forward

Nadine T. Katz, M.D.

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

Sunday, December 6 (continued)

Meetings are a common everyday occurrence in academic medical centers and are best used to generate and expand ideas. Since the success of a meeting depends largely on the leadership skills demonstrated by the facilitator or group leader, it can be an opportunity to showcase your talents.

This interactive session will give participants an opportunity to reflect on their own leadership styles and provide them with the tools necessary for leading productive meetings and highly functioning teams. We will review the essential steps to prepare for meetings and create useful agendas and handouts, learn how to utilize a sample checklist to guide preparation and develop a timeline, as well as discuss the many steps involved in planning for an important meeting. Participants will share essential leadership and facilitation skills that can be used to direct the flow of discussion, resolve roadblocks, and capture creative ideas while keeping the atmosphere positive and productive.

5. Working WITH your Chair: Getting an Audience and Getting Heard

Ann Thor, M.D.

Chair, Department of Pathology

University of Colorado at Denver and Health Sciences Center

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.

6. A GPS for Your Leadership Destination

Laura Schweitzer, Ph.D.

President, Union Graduate College

Now that you are an Associate or Full Professor you need to be thinking about your next move up! This session will address what you need to think about and whether you are positioning yourself for a leadership position in your own school, or searching for opportunities

Sunday, December 6 (continued)

elsewhere. This session is designed to give you a road map to help you successfully land that next administrative position. Learn the basics from answering calls for nominations and job ads, to developing a set of documents (e.g., Administrative Resumes and Executive CV Summaries, Letters of Interest) that communicate your abilities and entice the reader to want to know more, to mastering high level interview challenges.

7. You Got the Grant: Now What Do You Do?

Debra Helitzer, Sc.D.

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

It's one thing to write a proposal, and another thing to run the project. All of a sudden you have to hire and manage a team of people; a budget management process has to be developed and implemented. Most likely, the staff and faculty on your project are also committed to other projects. How do you make sure your project gets the attention it deserves? How do you set up your project so it can be managed with a realistic amount of work? Probably when you developed your budget you tried to make the scope of work fit the budget, and not the other way around. Now you have to accomplish the scope of work within the budget that you got (which might be as much as 5-20% less than you asked for). This session will help you to consider how to set up a project, starting from Day 1, and how to create project and budget management systems. Participants will get more out of this session if they bring their own project proposals and budgets, either in a hard copy or on a laptop and an excel spreadsheet, and some specific problems, questions, or issues that they have encountered that we can brainstorm together and of course, any creative solutions to managing projects and budgets that they are willing to share.

3:30 – 4:00 pm

Break

4:00 – 6:00 pm

Career Mapping I: Focus and Aspirations **Where are you now? What decisions got you here?**

Career Mapping Facilitators: Bernard, Goldstein, Magrane, Morahan, Morrison, Navarro, Parisi, Reed, Thor, Helitzer, Katz, Wright, Sonnino

Effective career planning is a deliberate process of matching the rules of advancement with one's own intended personal goals. In academics, this

Sunday, December 6 (continued)

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 career mapping group of 10-15 participants. Interactive exercises will promote reflection and feedback to promote the development of career intentions.

6:00 – 8:00 pm

Hearty Reception

7:45 – 8:30 pm

Optional Session ELAM Informational Session

Moderators:

Diane Magrane, M.D.

Director, Center for Executive Leadership in Academics
Program Director, ELAM
Institute for Womens Health and Leadership
Professor, Obstetrics and Gynecology
Drexel University College of Medicine

Page S. Morahan, Ph.D.

Co-Director, Executive Leadership in Academic Medicine Program
Professor, Microbiology and Immunology
Drexel University College of Medicine

Join the Faculty and alumnae of the Executive Leadership in Academic Medicine (ELAM) for an informal conversation about leadership development opportunities after Mid-Career. The year-long ELAM program for women aims to increase the number of women leaders in academic medicine, dentistry, and public health through experiences within a community of practice of women leaders and through institutional mentoring with senior academic executives. Bring your dessert and coffee and join us!

Monday, December 7

7:00 am – 3:30 pm Registration/Information Open

7:30 – 8:00 am Breakfast

8:00 – 10:00 am **General Session**
Financing the Missions of Academic Medicine: Dispelling the Myths and Addressing the Challenges

Moderator:

Marie A. Bernard, M.D.
Deputy Director
National Institute on Aging
National Institutes of Health

Speakers:

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

Valerie Parisi, M.D., M.P.H., M.B.A.
Interim Dean
Wayne State University 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 institutional leaders will then address how they consider, prepare, present, implement, communicate, and track departmental resources and activities. Bring the questions you always wanted to ask!

10:00 – 10:15 am Break

Monday, December 7 (continued)

10:15 am – 12:15 pm **Breakout Sessions** (*see Sunday am for descriptions of sessions 1-4, see below for description of sessions 5-7*)

- 1. Hiring, Coaching, and Dismissing**
- 2. Negotiating for Resources**
- 3. Gaining Visibility as a Leader**
- 4. Where Does My Time Go?**
- 5. Raising Conflict Productively**
- 6. Academic Medical Center Simulation**
- 7. Managing Conflict in a Multi-Cultural World**

Descriptions for Workshops 5-7

5. Raising Conflict Productively

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.” There will be 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.

6. Academic Medical Center Management Simulation

Ralph Horky

UCMC Facilitator
University City Medical Center

R. Kevin Grigsby, D.S.W.

Senior Director, Organizational Leadership Development
Association of American Medical Colleges

Monday, December 7 (continued)

Aspiring and new department chairs and others with an interest in academic medical center management may engage in a computer based simulation of planning and managing a clinical department in an academic setting. Designed by an experienced manager whose 35 year career includes executive level planning positions at three academic centers, the simulation incorporates dynamics in several domains: faculty recruitment; deployment and operations; resources flow and finance; and change management. The simulation has been widely used with active Chairmen. It depicts business conditions and problems commonly found in departments, divisions, and research centers. Participants will experiment with strategy and tactics and see the predictable implications of their management decisions projected over multiple budget cycles.

7. Managing Conflict in a Multi-Cultural World**Leslie A. Morrison, M.D.**

Assistant Dean for Academic Affairs
Professor of Neurology and Pediatrics
University of New Mexico School of Medicine

Bronwyn Wilson, M.D.

Professor, Internal Medicine
Assistant Dean, Faculty Development
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 leads 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 to develop a plan for applying these techniques within the home and work environment.

12:15 – 12:30 pm Break

Monday, December 7 (continued)

12:30 – 2:30 pm

Career Mapping II:**What Does Your CV Say about Your Scholarship?***Please bring your CV to this session.**Lunch will be served.*

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

3:00 – 5:00 pm

Breakout Sessions (7) *See previous pages for session descriptions.*

- 1. Raising Conflict Productively**
- 2. Strategic Career Planning**
- 3. Working WITH your Chair**
- 4. A GPS For Your Leadership Destination**
- 5. You Got the Grant: Now What Do You Do?**
- 6. Academic Medical Center Management Simulation**
- 7. Managing Conflict in a Multi-Cultural World**

5:30 – 6:30 pm

Maintaining Your Vitality as a Faculty Member and as a Woman

As part of the MidWIM conference, two yoga classes are offered this year. The first is an introductory yoga class for beginners focused on breathing, stretching, posture, movement, and other aspects of yoga, health, and personal vitality. The second offering is a yoga flow class for persons already familiar with yoga. All seminar participants are encouraged to participate in one of these classes, especially those who are curious about yoga or who have never done it before. Both classes are offered in a very low-stress environment. Yoga mats will be provided for participants. Everyone is encouraged to wear comfortable clothing.

Introduction to Yoga (Level 1)

A variety of gentle movements to introduce the *asanas* or yoga postures. These postures are meant to stimulate the body and to expand in limberness yet gentle enough to not cause injury.

Monday, December 7 (continued)

Focus on breathing techniques that give the *asanas* "life" and gives yoga its flow.

The class is designed to give the beginning student a sense of confidence and well being even with just one class.

Yoga Flow (Level 2)

A series of yoga postures with proper pace, rate of flow, and precise instructions for individuals who have taken yoga classes.

Strong emphasis is placed on the upper body and core, enhancing the heart rate.

Postures are easily tailored and modified to the needs of all individuals.

Breathing techniques are emphasized along with deep relaxation for end of class meditation.

6:30 – 7:30 pm

Light Reception

Participants will continue to foster vitality in themselves and others as they segue from the movement oriented session to fellowship and sharing with other participants at a light reception featuring healthy food and beverages, including wine. Participants will come directly from the movement oriented workshops while remaining in comfortable clothing.

Tuesday, December 8

7:00 am – 12:30 pm Registration/Information Open

8:00 – 10:00 am **Career Mapping III:
Career Commitments – First Steps towards the History of Your Future**

Breakfast served

This session is a capstone 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 and well vetted actions to carry out the goals.

10:00 – 10:15 am Break

10:15 am – 12:15 pm **General Session
Communicating Effectively: Getting Your Point Across**

Cindy DiBiasi

Partner

3D Communications

Former health and science reporter Cindy 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.

12:15 – 12:30 pm Closing Remarks

R. Kevin Grigsby, D.S.W.

Senior Director, Organizational Leadership Development

Association of American Medical Colleges

Meeting Facts

Location

The Westin Kierland Resort and Spa
6902 East Greenway Parkway
Scottsdale, AZ 85254
Phone: 480-624-1000
Fax: 460-624-1202
www.kierlandresort.com

The resort's location, just off Scottsdale Road within the exclusive Kierland community, offers many recreational options, making it ideal for groups. In fact, there's so much to do, you never have to leave the resort during your stay. Just across the street is Kierland Commons – a unique 38-acre “urban village,” featuring a pedestrian-friendly environment with popular restaurants, shops and boutiques. Relax and rejuvenate with a massage or salon treatment at Agave, The Arizona Spa.

The Westin Kierland Resort & Spa pays tribute to Arizona's abundant natural beauty. The lobby integrates water, an important part of the state's geological and cultural history, with dramatic waterfalls and interior pools. Every guest room, suite and casita celebrates the region's vibrant colors and textures with subtle touches like the use of indigenous stone tile. The resort pays tribute to the people, landscape, and events that shaped the state's cultural heritage.

Registration Fees and Procedures

Registration Online:

Please use the individually customized link in your original acceptance email, sent from mshiners@aamc.org to register and remit payment online. If you encounter any challenges while registering online please contact our meeting registrar, Debra K. Hollins, 202-828-0671 or at dhollins@aamc.org. **Payment must be received by October 16, 2009.** If payment is not received by this date, your registration will be cancelled.

Payments from outside the U.S. must be made payable in U.S. funds through a U.S. bank. If you have any questions regarding registration, please contact Debra K. Hollins, Lead Meeting Registrar, 202-828-0671 or dhollins@aamc.org.

Online Registration Fee: \$1,220.00

Hardcopy Registration Fee: \$1,270.00

The registration fee covers three breakfasts, one lunch, two receptions, coffee breaks and meeting materials.

Pre-Conference Fees: \$70 for half-day seminars, **\$140** for full-day seminar

Guest Registration Fee: \$210.00

The guest registration fee covers two continental breakfasts and two receptions. Please note that guest badges are required at all functions; individuals without badges will not be admitted.

CME Credit Fee: \$50.00

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

If you plan to bring your family to Scottsdale with you please coordinate with the hotel to arrange for childcare during meeting hours. Minors are not permitted to attend AAMC functions.

Cancellation Policies

Registration Fee

Notice of cancellation for pre-conference activities as well as the full conference must be received by our office in writing. Cancellations received by November 4, 2009 will be entitled to a full refund. Cancellations received between November 4 and November 24, 2009 will be assessed a \$100.00 processing fee (please note that for pre-conference attendees this means you will forfeit your registration fee). Cancellations received after November 24, 2009 will result in the forfeiture of the entire registration fee. Partial or full fees that have been forfeited will not be applied to subsequent years.

Guest Fee

Notice of cancellation must be received by our office in writing no later than November 24, 2009 in order to receive a full refund. Cancellations received after that time will result in forfeiture of the entire fee.

CME Credit Fee

Notice of cancellation must be received by our office in writing no later than November 24, 2009 in order to receive a full refund. Cancellations received after that time will result in forfeiture of the entire fee.

Reservations and Room Rates

The room rate, which is subject to a tax of 12.07%, is:

\$209.00 Single/Double Occupancy

To make your hotel reservations online, click on the following link or cut/paste the following into a browser <http://www.starwoodmeeting.com/StarGroupsWeb/res?id=0908033966&key=34A9A>. You may also make your reservations by calling 800 354-5892. Be sure to identify yourself with the AAMC Mid Career Women Faculty Professional Development Seminar in order to receive the group rate. To confirm your reservation, a deposit equal to two night's room charge must accompany your reservation request. A check or major credit card will be accepted. **Reservations must be made prior to November 6, 2009.** Rooms held for this meeting will be released on this date. Any reservation requests received after November 6, 2009 will be accepted only on a space available basis at the group rate. Please note that the room block may fill before November 6, 2009, so we encourage you to make your reservations early.

Cancellation of any guaranteed room reservation must be received by the hotel at least 14 days prior to arrival to recover your deposit. Check-in time is 4:00 pm and check-out time is 12:00 pm.

Ground Transportation

The hotel is located approximately 16 miles from Phoenix Sky Harbor International Airport (PHX). Taxi fare from the airport to the hotel is approximately \$40.00 - \$50.00 depending on traffic. Super Shuttle operates 24 hours daily offering a door to door service. Please call 602-244-9000 / voice or 602- 243 -786 / TDD to make reservations.

Driving Directions from PHX to the resort:

Take Interstate 10 West and then take Highway 51 North. Continue on Highway 51 North for 11 miles and exit at Greenway Parkway. Turn right on Greenway Parkway. Travel approximately 4.5 miles, and the resort is on the left.

Rental Car

Hertz is offering the following special rates for this meeting:

	Daily	Weekend	Weekly
CAR CLASS	Per Day	Per Day	5-7Days
ECONOMY 2DR	\$41.00	\$30.00	\$173.00
COMPACT 4DR	\$46.00	\$33.00	\$191.00
MIDSIZE 2/4 DR	\$51.00	\$34.00	\$201.00
STANDARD 2/4DR	\$55.00	\$36.00	\$212.00
FULLSIZE 4DR	\$59.00	\$40.00	\$229.00
PREMIUM	\$63.00	\$43.00	\$247.00
LUXURY	\$72.00	\$72.00	\$319.00
4WD/AWD STANDARD SUV	\$78.00	\$78.00	\$350.00
4WD/AWD MIDSIZE SUV	\$73.00	\$73.00	\$325.00
MINIVAN	\$78.00	\$78.00	\$350.00
4WD/AWD LARGE SUV	\$95.00	\$95.00	\$412.00
CONVERTIBLE	\$72.00	\$72.00	\$319.00

Rates are based on roundtrip rentals. Meeting rates are guaranteed from one-week prior through one week after the meeting dates and are subject to car availability. Advance reservations are recommended; blackout dates may apply. Government surcharges, taxes, tax reimbursement, airport related fees, vehicle licensing fees and optional items, such as refueling or additional driver fees are extra. Minimum rental age is 25 (exceptions apply). Standard rental conditions and qualifications apply. In the continental U.S., weekend rentals are available for pick-up between noon Thursday and noon Sunday and must be returned no later than Monday at 11:59 PM. Thursday pick-up requires a minimum three-day keep, Friday pick-up requires a minimum two-day keep, and Saturday and Sunday pick-up requires a minimum one-day keep. Weekly rentals are from five to seven days. Extra day rate for Weekly rentals will be charged at 1/5 of Weekly rate. A "rental day" consists of a period of 24 consecutive hours, with each day starting at the time of the day the rental began. To reserve a car, call toll free 1-800-654-2240 using the AAMC Discount Code: CV#02WZ0007. You can also reserve online at Hertz.com.

Climate and Dress

In December the average temperatures range from a high of 68 degrees to a low of 40 degrees Fahrenheit. The temperature of the meeting rooms may be somewhat warmer or cooler than you might expect. You are encouraged to wear layered outer clothing.

Local Attractions

The resort is an integral part of the exclusive, 730-acre master-planned community of Kierland, with championship golf, upscale residences and dozens of shops and restaurants and is located just off Scottsdale Road, 10 miles from historic downtown Scottsdale.

The resort is directly adjacent to Kierland Commons, which features renowned dining and shopping, including: The Cheesecake Factory, Mastro's Ocean Club, P.F. Chang's China Bistro, Morton's of Chicago, Coldstone Creamery, North, Crate & Barrel, Z Gallerie, Anthropologie, Ann Taylor Loft, Barnes & Noble, J. Crew and Tommy Bahama.

Camelback Mountain – Scottsdale's most distinctive landmark – stands eighteen hundred feet high at its peak. The mountain was so named because the rock formation resembles a reclining camel. Visible from virtually every point in the area, Camelback Mountain offers hiking trails, picnic areas, and scenic drives. The red rock country of Sedona and Oak Creek Canyon, just two hours north of Scottsdale, is a cultural mecca known for its boutiques and galleries offering authentic Indian and Southwestern arts and crafts. And Arizona's most famous natural wonder, The Grand Canyon, is a five-hour drive from Scottsdale.

In addition to Arizona's natural scenic beauty, the Valley of the Sun abounds with Indian and Spanish cultural influences in its architecture, cuisine and art including the nationally renowned Heard Museum showcasing Native American artists. Also of interest is the architecture of Frank Lloyd Wright's Taliesin West.

The hotel concierge can assist you with all of your recreational arrangements.

Continuing Medical Education Credit

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

Harvard Medical School designates this educational activity for a maximum of 27.5 AMA PRA Category 1 credits.TM Physicians should only claim credit commensurate with their extent of their participation in the activity.

Optional Sessions:

- Nuts and Bolts of Effective Writing = 8
- Negotiating for Organizational Change = 4.5
- Tools & Skills for Teamwork = 7

The full course (without optional sessions) will be 19.5 credits, broken down as follows:

- Sunday AM: 3.5
- Sunday PM: 4
- Monday AM: 4
- Monday PM: 4
- Tuesday AM: 4

A Note for those with Special Needs

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

If you are in need of auxiliary aids or services, or if you have any dietary concerns or restrictions, please contact Debra K. Hollins at 202-828-0671, or via e-mail at dhollins@aamc.org.

Questions

For questions concerning registration procedures, please contact our Meetings Registrar, Debra K. Hollins at 202-828-0671, or via e-mail at dhollins@aamc.org. For questions concerning the logistics of the meeting, please contact Meghann Shinnars at 202-828-0047 or via e-mail at mshinnars@aamc.org. For content and session questions, please contact Jennifer Leadley at 202-862-6156, or via e-mail at jleadley@aamc.org.