



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 6-9 2008  
Westin Kierland Resort & Spa  
Scottsdale, AZ

Association of  
American Medical Colleges

# Agenda

## Saturday, December 6

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

8:00 am – 5:00 pm **Pre-Conference Workshops (Four total)**

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

**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 – 12:00 pm **Academic Medical Center Management Simulation**

**Ralph Horky**

**UCMC Facilitator**

### **Separate registration required**

New department chairs and others with an interest in academic medical center management are offered an opportunity to engage in simulation of planning and management of a clinical department in an academic setting. Designed by an experienced manager whose 25 - year career includes executive level planning positions at three academic centers, the simulation incorporates dynamics in three domains: faculty deployment and

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## Saturday, December 6 (cont'd)

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operations, resources flow and finance, and tactics in change management. The simulation depicts business conditions and problems commonly found in departments, divisions, and research centers. This three and a half hour session allows the participants to see how the implications of management decisions play out over five budget cycles and track the impact on departmental plans and priorities.

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

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.

1:30 pm – 5:00 pm **Using *Teams* and *Tools* to Create High Performance Work Groups**

Speakers:

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

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

**Diane Magrane**

Associate Vice President  
Faculty Development  
Association of American Medical Colleges

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## **Saturday, December 6 (cont'd)**

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### **Roberta Sonnino**

Associate Dean for Faculty Affairs  
University of Minnesota School of Medicine

### **Separate registration required**

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.

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## Sunday, December 7

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

7:00 – 8:00 am Continental Breakfast

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

**Diane Magrane, M.D.**

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

8:15 – 9:45 am

**General Session**

**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

**Ann Thor, M.D.**

Chair, Department of Pathology  
University of Colorado School of Medicine

**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

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

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**Sunday, December 7 (cont'd)**


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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

10:00 am – Noon

**Concurrent Workshops: Wave I****1.1 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.” 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****J. Renee Navarro, Pharm. D., M.D.**

Clinical Professor, Anesthesia and Perioperative Care

Associate Dean, Academic Affairs

University of California, San Francisco

**Diane Wara**

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.

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## Sunday, December 7 (cont'd)

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### **1.3 Negotiating for Resources: 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**

**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**

**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.

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## Sunday, December 7 (cont'd)

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### 1.6 Gaining Visibility as a Leader

**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?

**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.

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**Sunday, December 7 (cont'd)**


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**1.8 Dealing with the Media****Cindy DiBiasi**

Partner

3D Communications

**Separate registration required**

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 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.

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 (Seminar Faculty Only)**

3:00 – 5:00 pm

**Concurrent Workshops: Wave II****1.9 Strategic Career Planning****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.

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## Sunday, December 7 (cont'd)

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### **1.10 Meetings and Committees – Influence the Agenda Whether You Are in Charge or a Member**

#### **Hannah Valentine, M.D.**

Professor of Cardiology  
Senior Associate Dean for Diversity and Leadership  
Stanford University School of Medicine

Whether you are in charge of the agenda or a member of a committee, you can influence the process and outcomes of the group's work. This is particularly important in medical school search committees in which women and minorities are often invited to be representative and then must figure out how to contribute effectively to the discussion. This workshop will address 1) how to recruit or influence selection of group members, 2) charging the group with a clear task, 3) building agendas that balance efficiency with open discussion, and 4) "wrapping up" with agreements about next steps. The discussion will include an exploration of unconscious bias in addressing the tasks of a search committee and how to use education and group process to address this.

### **1.11 A Day in the Life of a Chair: Who Wants This Job and How Can You Get It**

#### **Barbara Thompson, M.D.**

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

Session Description TBA

### **1.12 Managing Conflict in a Multi-Cultural World**

#### **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

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## Sunday, December 7 (cont'd)

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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 have 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.

### **1.13 Working WITH your Chair Getting an Audience and Getting Heard**

**Ann Thor, M.D.**

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.**

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 follow-up. Meeting members will thank you for a great meeting, and you'll get more accomplished!

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## Sunday, December 7 (cont'd)

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### 1.15 Leadership Workshop

#### **Roberta Sonnino**

Associate Dean for Faculty Affairs  
University of Minnesota School of Medicine

Sessions Description TBA

5:00 – 5:30 pm

Break

5:30 – 6:30 pm

Hearty Reception

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*

#### **Faculty:**

**Bernard  
Reed & Wright  
Navarro  
Thompson  
Goldstein  
Morahan  
Parisi  
Scott Morrison  
Thor  
Thorndyke  
Valentine  
Wara**

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.

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## Monday, December 8

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

7:30 – 8:00 am Breakfast

8:00 – 9:30 am **General Session**  
**Financing the Missions of Academic Medicine:  
From Institutional Planning to Department Budgeting**

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

**Barbara Thompson, M.D.**

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

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!

9:30 – 10:00 am Refreshment Break

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

- 2.1 Raising Conflict Productively**
- 2.2 Hiring, Coaching and Dismissing**
- 2.3 Negotiating for Resources**
- 2.4 Winning Research Grants**
- 2.5 Financial Basics of Academic Departments**
- 2.6 Gaining Visibility as a Leader**
- 2.7 Where Does My Time Go?**
- 2.8 Dealing with the Media**

## Monday, December 8 (cont'd)

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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  
 Reed & Wright)  
 Navarro  
 Thompson  
 Goldstein  
 Morahan  
 Parisi  
 Scott Morrison  
 Thor  
 Thorndyke  
 Valentine  
 Wara**

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      **Concurrent Workshops: Wave II (Repeated)**

**2.8 Dealing with the Media**  
**2.9 Strategic Career Planning**  
**2.10 Meetings and Committees – Influence the Agenda whether you are in charge or a member**  
**2.11 A Day In the Life of A Chair: Who Wants This Job and How Can You Get It**  
**2.12 Managing Conflict in a Multi-Cultural World**  
**2.13 Working WITH your Chair**  
**2.14 Making Meetings Work**  
**2.15 Leadership workshop**

6:30 – 8:30 pm      **Faculty Dinner**  
 Participants: Evening open for dinner on your own or with colleagues.

## Tuesday, December 9

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7:00 am – 6:15 pm Registration

8:00 – 9:30 am **Breakfast Café:  
Perspectives on Diversity, Spirituality and Life-Balance**

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

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

**Faculty:**

**Bernard**

**Reed & Wright**

**Navarro**

**Thompson**

**Goldstein**

**Morahan**

**Parisi**

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## Tuesday, December 9 (cont'd)

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**Scott Morrison**  
**Thor**  
**Thorndyke**  
**Valentine**  
**Wara**

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.

11:45 am – Noon

Break

12:00 – 2:00 pm

**General Session**  
*Lunch will be served*

### **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.