### INTRODUCTION

**Session 1 (4 hrs)**  
January 12 - 5:30 - 9:30  
School of Medicine, Room 170A

<table>
<thead>
<tr>
<th>Course Introduction</th>
<th>Pre-class assignment: Take Birkman assessment online</th>
</tr>
</thead>
</table>
| Kathy Griendling, PhD  
Professor of Medicine, Associate Dean, Faculty Affairs |  
Brandon Smith, MBA  
Founder, The Workplace Therapist, LLC; Adjunct Faculty in the Practice of Management Communication, Goizueta Business School |  
Class introductions  
Goals and structure of the course |

<table>
<thead>
<tr>
<th>Birkman Analysis</th>
<th>Discuss Birkman results</th>
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**THE BUSINESS OF ACADEMICS**

**Session 2 (3 hrs)**  
January 26 - 5:30 - 8:30  
School of Medicine, Room 170A

| Organizational Structure and Finances |  
Heather Hamby, MPH  
Executive Associate Dean and Chief Operating Officer, School of Medicine |  
Cliff Teague, BS, MA  
Senior Director, Human Resources, School of Medicine |  
Funds flow between SOM, Healthcare and University  
Expenditures and ledgers for the medical school  
Financial strategic alignment (FSA)  
Faculty cost and salary |  
Hiring practices and managing people |

**EDUCATION AND TEACHING**

**Session 3 (3 hrs)**  
February 9 - 5:30 - 8:30  
School of Medicine, Room 170A

| Teaching |  
Lisa Bernstein, MD  
Associate Professor of Medicine |  
Small group teaching |
|----------|-------------------|
| Michael Greenwald, MD  
Associate Professor, Pediatrics and Emergency Medicine |  
Lecture hall teaching |
| Barbara Pettitt, MD  
Professor of Surgery |  
Giving feedback to trainees |
| Douglas Lowery-North, MD  
Associate Professor of Emergency Medicine |  
Building a teaching portfolio |

**Session 4 (3 hrs)**  
February 23 - 5:30 - 8:30  
School of Medicine, Room 170A

<table>
<thead>
<tr>
<th>Presentation Skills I</th>
<th>Persuasive speaking</th>
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</thead>
</table>
| Molly Epstein, PhD  
Associate Professor, Practice Management Communication, Goizueta Business School |  
Kathy Griendling, PhD  
Professor of Medicine, Associate Dean, Faculty Affairs |  
Overview of promotions and tenure in the SOM  
Promotion vignettes/workshop |

| Promotions and Tenure |  
Kathy Griendling, PhD  
Professor of Medicine, Associate Dean, Faculty Affairs |  
Overview of promotions and tenure in the SOM  
Promotion vignettes/workshop |
## RESEARCH AND SCHOLARSHIP

### Session 5 (3 hrs)
**March 9 - 5:30 - 8:30**  
**School of Medicine, Room 170A**  

<table>
<thead>
<tr>
<th>Topic</th>
<th>Details</th>
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</thead>
</table>
| Manuscript writing | Jeffrey Boatright, PhD  
Professor of Ophthalmology  
Editor-in-Chief, *Molecular Vision*  
Nadine Kaslow, PhD  
Professor of Psychiatry |

**Scientific writing and publishing; suggestions from editors**

### Session 6 (3 hrs)
**March 23 - 5:30 - 8:30**  
**Goizueta Business School, Room TBD**  

<table>
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<tr>
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</table>
| Presentation Skills II | Molly Epstein, PhD  
Associate Professor, Practice  
Management Communication,  
Goizueta Business School |

**Pre-class assignment: a) Individual counseling session with Dr. Epstein; 2) Videotape your lecture (by appointment at Goizueta)**

### Session 7 (3 hrs)
**April 13 - 5:30 - 8:30**  
**School of Medicine, Room 170A**  

<table>
<thead>
<tr>
<th>Topic</th>
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</table>
| Grant Writing | David Guidot, MD  
Professor and Division Director,  
Pulmonary, Allergy, Critical Care and  
Sleep Medicine  
Janet Gross, PhD  
Grants Tutorial Director, Office of  
Postdoctoral Education  
School of Medicine |

**Types of career development awards  
How grants are reviewed  
Common pitfalls and tips for success  
How to write a grant  
Grant writing resources**

## LEADERSHIP AND ADMINISTRATION

### Session 8 (3 hrs)
**April 20 - 5:30 - 8:30**  
**School of Medicine, Room 153A**  

<table>
<thead>
<tr>
<th>Topic</th>
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</table>
| Ethics | John Banja, PhD  
Director, Ethics Center, Professor,  
Department of Rehabilitation  
Medicine  
Benjamin Stoff, MD  
Assistant Professor of Dermatology  
Senior Faculty Fellow, Emory Center  
for Ethics |

**Ethics and medical practice  
Case discussions**

### Session 9 (3 hrs)
**May 4 - 5:30 - 8:30**  
**School of Medicine, Room 170A**  

<table>
<thead>
<tr>
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<th>Details</th>
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</thead>
</table>
| Negotiation/Conflict Resolution | Michael Sacks, PhD  
Associate Professor in the Practice  
of Organization and Management,  
Goizueta Business School |

**Lecture and workshop on negotiation**
Session 10 (3 hrs)
May 18 - 5:30 - 8:30
School of Medicine, Room 170A

**Leading a Medical School**
David S. Stephens, MD
Interim Dean, Emory University School of Medicine

Jonathan Lewin, MD
Executive Vice President for Health Affairs, Emory University,
Executive Director, Woodruff Health Sciences Center,
President, CEO, and Chairman of the Board, Emory Healthcare

**Vision for the School of Medicine (SOM)**
**Leadership journey**

**Becoming a Leader**

**Leadership skills**
**Fundamental principles of leadership**

Course Director: Kathy Griendling, Ph.D.
Associate Dean for Faculty Affairs and Professional Development
kgriend@emory.edu

Staff: Katie Davis Katie.Davis@emory.edu