I. Early Career Courses

AAMC Early Career Women Faculty Professional Development Seminar

**Target Audience:** Women physicians and scientists holding medical school appointments at the instructor or assistant professor level, and in the early stages of leadership positions within their discipline, department or institution.

**Educational Objectives:**
- Hone the knowledge and skills required to successfully navigate the academic health enterprise
- Continue down the path to leadership

**Cost:** $1,690 plus hotel/travel

**Schedule (2014):** July 12-15 (Englewood, CO)

**Emory Alumni:** Ashley Aiken

**Website:** [AAMC](#)

Junior Faculty Development Course (Emory)

**Target Audience:** All instructors and assistant professors in the School of Medicine.

**Educational Objectives:**
- Build personal awareness of leadership and team behavior
- Gain a basic understanding of the organization of WHSC and funds flow
- Improve teaching and presentation skills
- Understand the basics of promotion and tenure
- Become familiar with the basics of manuscript and grant writing
- Discuss ethical conundrums in medicine
- Enhance negotiation/conflict resolution skills
- Interact with WHSC and university leaders
- Network with colleagues

**Cost:** $450 (may be paid by the individual or department)

**Schedule:** mid-January through mid-May (Emory School of Medicine)

**Website:** [JFDC](#)

II. Mid-career Courses

AAMC Executive Development Seminar for Interim and Aspiring Leaders

**Target Audience:** This is a pilot professional development seminar targeting emerging leaders in academic medical centers. There is a growing need for well-qualified, future-oriented leaders in academic medicine, especially in divisions, departments, and centers/institutes. This intensive

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1 Emory alumni listed in this document do not represent a comprehensive list, but rather those self-identified or identified by chairs.
seminar advances academic medical center leadership and managerial capacity for persons
appointed in interim leadership roles. Faculty who are currently not in leadership roles, but have
aspirations of leading are also invited. Participants will gain valuable skills that will enhance their
success as new leaders in their academic institutions.

**Educational Objectives:**
At the conclusion of this activity, participants should be able to:

- Understand the basics of finance as related to 501c3 not for profits academic health
centers
- Have a basic understanding of organizational funds flow and the implications for
management in the AHC
- Demonstrate interpersonal and communication knowledge and skills necessary for
effective communication as leaders in academic medicine and science
- Engage in managing interpersonal conflict
- Better understand and differentiate the role of a leader versus that of a follower
- Demonstrate self-care through the use of stress reduction techniques
- Enact the principles of integrity, authenticity, and commitment to something bigger
than self

**Cost:** $1,500 (registration fee and CME fee) + travel/lodging

**Schedule (2014):** May 1 – 3 (Washington, DC)

**Emory Alumni:** Russ Price, Momin Siddiqui

**Website:** AAMC

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**AAMC Mid-career Women Faculty Professional Development Seminar**

**Target Audience:** The seminar is targeted at physicians and Ph.D. scientists holding medical
school appointments and leadership positions within their discipline, department or institution.

**Educational Objectives:**
At the conclusion of this activity, participants should be able to:

- Visualize potential paths to leadership and develop career plans to advance towards
that vision
- Identify networks of mentors and colleagues in academic medicine
- Acquire tools and skills necessary for leading teams and being an effective team
member
- Summarize key skill and knowledge areas related to academic and organizational
leadership
- Apply strategies to facilitate powerful and effective communication

**Cost:** Last year’s cost was $1,300 but the fee will likely increase

**Schedule (2014):** December 6-9 (Austin, TX)

**Website:** AAMC

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**Alliance of Academic Internal Medicine Executive Leadership Program** (example of discipline-specific leadership course)

**Target Audience:** Individuals seeking knowledge, skills, and attitudes about finances, planning,
management, operations, and leadership necessary for managerial success

**Educational Objectives:**
- Learn from excellent faculty recognized for their teaching skills and ability to relate to
the concerns of academic physicians.
Participate in the only executive education course developed specifically for faculty and staff in departments of internal medicine.

Network with leaders of other departments of internal medicine.

Develop knowledge and skills that have immediate applicability.

Build leadership and management skills among leaders and key decision-makers within departments of internal medicine.

Join physicians and administrators from various organizations to discuss management-related problems and develop solutions using a case-based format.

Cost: $5,249 which includes hotel accommodations for 6 days, program materials, breakfast, lunch, and snacks daily, welcome reception and closing dinner, faculty costs for The Crimson Group.

Schedule (2014): August 4-9 (Cambridge, MA)

Emory Alumni: Greg Martin

Website: AAIM

Executive Program in Managing Healthcare Delivery (Harvard Business School)

Target Audience: This program is designed for individuals of large established health care delivery organizations with more than 10 years of experience in either clinical or nonclinical roles. Typical participants include physician chiefs and subspecialty chiefs, nursing officers, and leaders from physician network organizations, as well as senior vice presidents, vice presidents, and executives across a range of functional areas in health care delivery organizations.

Educational Objectives:

- Evaluating and creating dynamic and flexible strategies for health care delivery
- Understanding the management tools and techniques used to design and manage successful organizations
- Analyzing what leadership is and what successful leaders do
- Exploring ways to effectively and efficiently foster innovation within the care setting

Cost: $23,000

12–17 OCT 2014 — Module 1 (HBS Campus)
22–27 FEB 2015 — Module 2 (HBS Campus)
24–29 MAY 2015 — Module 3 (HBS Campus)

Emory Alumni: Angel Leon, June Connor, Don Brunn, Greg Anderson, Bryce Gartland, Dallis Crowe, Dan Owens, Jeff Lesesne

Website: HBC

Leadership for Physician Executives (The Levinson Institute/Harvard Medical School)

Target Audience: Physician leaders

Educational Objectives: Upon completion of the program, participants will have gained:

- Greater understanding of yourself, your direct reports, and others
- Knowledge to manage people—physicians and non-physicians—more effectively
- Solid understanding of how to take charge and lead change in healthcare environments
- Skills in becoming a performance-driven, vigilant, and accountable physician-leader

Cost: $4,500 (with lodging and meals) + travel

Schedule (2015): April 12-17 and September 27-October 2 (Boston, MA)

Website: Levinson/HMS
**HERS Institutes for Women in Higher Education Administration**

**Target Audience:** Women faculty and administrations, generally holding mid- to senior-level positions, and bringing expertise from many academic disciplines and organizational specialties

**Educational Objectives:**
- Understanding the higher education environment
- Planning and leading change in the academy
- Managing and investing in strategic resources
- Engaging individual and institutional diversity
- Mapping your leadership development

**Cost:** $2,000 tuition and meals. Hotel and travel extra. Emory’s Office of Community and Diversity pays additional $4,000 in tuition and meal fees

**Schedule (2014-2015):** October 9-11, 2014; November 6-8, 2014; February 5-7, 2015; March 12-14, 2015

**Emory Alumni:** Jennifer Gooch, Odette Harris

**Website:** [HERS](http://www.emory.edu)

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**Academic Leadership Program (Emory)**

**Target Audience:** Emory’s academic leaders. The program goals are (1) to strengthen academic leadership performance across the university, and (2) to establish a leadership pipeline for succession planning.

**Educational Objectives:**
- A year-long strategic program of case studies, leadership development training, skills sessions, financial management planning, and hands-on projects related to faculty matters at the university
- An accelerated program of internal leadership development for the next generation of Emory’s academic leaders: current and future chairs, deans, division leaders, and other senior faculty leaders
- A vehicle for succession planning

**Cost:** Free (subsidized by the provost’s office)

**SOM Alumni:** Jaffar Khan, Jacques Galipeau, Deb Houry, Gordon Churchward, Zoher Kapasi

**Website:** [ALP](http://www.emory.edu)

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**Physician’s Executive Program (Emory)**

**Target Audience:** PEP is an executive training program designed by the Department of Pediatrics for senior or junior staff/faculty members currently engaged in or aspiring to obtain administrative roles. Participants receive extensive didactic and hands on training in business and leadership skills essential for executives in the healthcare arena. Currently offered to faculty in the Department of Medicine, Pediatrics and Surgery.

**Educational Objectives:**
- Gain broad knowledge and understanding of the Emory Departments of Pediatrics, Internal Medicine, and Surgery Missions, Current Vision, and Strategic Plans
- Learn about the various components of Emory Healthcare and the Woodruff Health Sciences Center
- Understand the vision and mission of the Emory School of Medicine
- Understand the vision and mission of the Children’s Healthcare of Atlanta and the collaborative relationship between Emory Children’s Center and Children’s Healthcare of Atlanta.
- Understand the principles, qualities and responsibilities of Leadership
- Model best leadership practices for all industries in the 21st Century
- Comprehend, energize, and advance all of the Emory Children's Center Strategic Plan
- Understand the principles and power of Marketing within healthcare
- Create an appreciation for the expertise within, the teamwork approach to problem solving, planning, and operational implementation
- Develop strategic thinking capabilities and processes
- Develop negotiating skills, including conflict resolution techniques
- Learn about process management and improvement and get exposed to programs such as Six Sigma that can reduce failures within the healthcare system
- Acquire basic accounting skills and financial analysis tools that would help in managing revenue and expenses at work and in one's personal life as well
- Learn to write a business plan for a new understanding
- Philanthropic fund raising and institutional development
- Learn ways to improve workplace environment, improve employee morale and retention
- Educate our leaders in the Department of Pediatrics, Internal Medicine, and Surgery and Emory University areas of finance, human resources, communications, marketing, and development
- Develop effective change agents

Cost: $1,000 per faculty. Some costs subsidized by the Department of Pediatrics.
Website: PEP

**TEC Physician Leadership Development Program**

Target audience: Group of emerging TEC leaders suggested by department chairs and selected by Dr. Doug Morris. This is a new course to be offered for the first time in fall of 2013. May merge with PEP in the future.

Educational objectives:
- Enhance organizational knowledge
- Increase business acumen
- Enhance professional competencies
- Improve communication skills
- Learn to manage change
- Learn to manage talent and relationships

Cost: Free, subsidized by TEC.
Website: TBA. For additional information contact: kgriend@emory.edu

**Radiology Leadership Academy (Emory)**

Target Audience: 12 early-to-midcareer faculty and staff of the Emory Radiology Department who through a nomination process are selected for their potential to grow or gain in their leadership contributions to the department/Emory

Educational Objectives:
- To gain a deeper understanding of the Emory Radiology department and its place in the academic healthcare community
  - To gain and understanding of how each person’s contribution is interwoven into the other areas/pillars of our department
• To supply our leaders with the tools that will empower them to create a positive and constructive work environment
• To increase intra-departmental communication for the purpose of enhancing quality of patient care, research and education
• To develop leaders that will bring about continuous positive transformation within the Emory Radiology Department.

**Cost:** Approximately $25,000 per year per matriculating group

**Emory Alumni:** 47 radiology faculty, including Dan Lee, Dawn Moore, Ioannis Sechopolous, Anh Duong, Baowei Fei, Leonel Vasquez, Ashley Aiken, Ted Brzinski, Hiroumi Kitajima, Brent Little, Roger Williams, Kaundinya Gopinath, Omari Johnson, Amit Saindane

**Website:** Restricted access for Radiology faculty.

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**Woodruff Leadership Academy (Emory)**

**Target Audience:** Individuals seeking knowledge, skills, and attitudes about finances, planning, management, operations, and leadership necessary for managerial success who are potential future leaders in WHSC.

**Educational Objectives:**

• To gain information and understanding of the Woodruff Health Sciences Center’s history, heritage, and current-day structure, Governance and operations – including how the WHSC operates within and interacts with all of Emory University
• To gain broad understanding of the Robert W. Woodruff Health Sciences Center’s long-standing mission, and the current vision and strategic plan
• To understand the principles, qualities and responsibilities of leadership
• To model best leadership practices for all industries in the 21st Century
• To study and understand the specific leadership qualities needed to pursue interdisciplinary and programmatic work relationships in a matrix organization
• To comprehend, energize, and advance all of the Woodruff Health Sciences Center Strategic Plans
• To build personal awareness for each of the Woodruff Leadership Academy Fellows through testing instruments – self awareness (Birkman) and 360 degree feedback (Voices)
• To create appreciation for, and expertise within, the teamwork approach to problem solving, planning, and operational implementation
• To develop strategic thinking capabilities and processes
• To develop negotiating skills, including conflict resolution techniques
• To educate WLA Fellows in WHSC and Emory University areas of finance, human resources, communications, marketing, legal, development, and external relations
• To advance interpersonal proficiencies of an organizational leader
• To develop effective change agents

**Cost:** Free (funded by the Woodruff Foundation and the Office of the Executive Vice President for Health Affairs)

**Emory Alumni:** 272 fellows (nearly 250 still here), including Christian Larsen, Charles Andrews, Kate Heilpern, Gary Miller, Kathy Griendling, Julia Yeager, Heather Hamby, Paul Spearman, Marc Overcash, Greg Martin

**Schedule:** January – May one weekend per month (Friday and Saturday)

**Website:** [WLA](#)
III. Senior-level courses

**Leadership Development for Physicians in Academic Health Centers (Harvard School of Public Health)**

**Target Audience:** The Program is designed for physicians in administrative leadership positions in academic health centers. Potential participants include individuals in positions such as: chief of a clinical division within a major clinical department; vice chair of a clinical department; medical director; associate dean for clinical affairs; etc. Participants will be selected with a view to ensuring an appropriate mix and balance in the class.

**Educational Objectives:** Upon completion of the program, participants will have gained:

- Increased understanding of the responsibilities and tasks of leaders in complex institutions
- Broader appreciation of the challenges and changes occurring in academic medical centers and the implications for their own institution and service or area of responsibility
- New perspectives on issues they face currently and on those which arise in the future
- Knowledge of relevant concepts and techniques in several key management disciplines
- New methods to analyze problems and an enhanced capacity to identify the critical questions
- Greater effectiveness as unit and institutional leaders in formulating and implementing initiatives and managing change

**Cost:** $6,400, which covers tuition, lunches, coffee breaks, teaching materials. Accommodations are an additional fee of $299.00 plus 14.45% tax per night

**Schedule (2014):** October 12-24 (Boston, MA)

**Emory Alumni:** Carlos del Rio, Tris Parslow (would not recommend), Sharon Weiss

**Website:** [ECPE](#)

**AAMC Executive Development Program for Associate Deans and Chairs**

**Target Audience:** Persons currently in Department Chair positions and Associate/Vice Dean positions at AAMC member schools

**Educational Objectives:**

- Explore legal issues and the implications for management and decision making in academic medicine and science
- Develop a better understanding of the role values play in creating cultures of integrity in academic medicine and science
- Learn the value of mindfulness and its relationship to health and well-being
- Examine the influence of communication styles on team development, group effectiveness, and management style
- Develop a deeper appreciation for technical financial management, physician and hospital reimbursement, and departmental budgeting
- Enhance skills in effectively crafting messages and managing communications
- Examine strategies for increasing the likelihood of success in the implementation of planned change
- Enhance fundamental skills of effective negotiation and influence
- Better understand teamwork and the art of leading teams

**Cost:** $2,315 + travel/lodging

**Schedule (2014):** TBA
AAMC GME Leadership Development Course

Offered in three parts, but one does not have to take each part consecutively
Target Audience: A ‘school’ for GME Deans, VPs for GME or Academic Affairs, and other academic leaders who are responsible for institutional oversight of GME and the educational environment for residents and fellows

Educational Objectives:
• Assess ACGME accreditation policies and requirements; identify effective practices in meeting accreditation requirements
• Examine resident issues (screening, recruitment, orientation, disciplinary action, assistance with medical, psychological, and other resident problems) and practical approaches to addressing them-Interpret regulatory policies affecting GME
• Demonstrate improved leadership and management skills needed to work effectively in the complex GME environment, including working with the financial team, the legal team, and affiliated institutions.

Cost: Early-bird registration for AAMC members $880.00. Standard registration fee $1,012.00. Registration covers meeting materials, refreshment breaks, 2 continental breakfasts, 2 lunches, 1 reception.

Schedule (2014): May 3-4 (Phoenix, AZ)

Website: AAMC

Executive Leadership in Academic Medicine (ELAM, Drexel University)

Target Audience: Senior women faculty at U.S. and Canadian academic health centers who have attained at least the rank of associate professor; have achieved significant administrative experience in personnel and budget matters, preferably both (e.g., as chair, division chief); express a clear desire for attaining a leadership position; embrace strategic risk-taking in their career path; realistically assess their leadership opportunities, both internal and external; possess growth opportunities, either formal or informal, within their institution; and have an expressed commitment from their institution to support their formal or informal advancement and opportunities for increased responsibility in the immediate to five-year range.

Educational Objectives:
At the conclusion of this course, participants should be able to:
• Use strategic approaches to financial and resource management that enhance the missions of their organizations
• Adapt their leadership behaviors to effectively address strategic, operational, and relational challenges
• Lead and manage change initiatives within complex and dynamic academic organizations
• Collaborate with diverse team members to build a community of leadership practice that supports academic organizational leadership

Cost: $11,600, which includes 19 days in session, distance learning activities throughout the fellowship year, course materials, conference site expenses, continuing education fees, special events, most meals. Fellow is also responsible for: travel, lodging during sessions, and some meals.
Emory Alumni: Erica Brownfield, Penny Castellano, Kathy Griendling, Kate Heilpern, Sheryl Heron, Deborah Houry, Nadine Kaslow, Lian Li, Carolyn Meltzer

Schedule (2014): June - April
Website: ELAM

Leadership Strategies for Evolving Healthcare Executives (Harvard School of Public Health)

Target Audience: health care executives and emerging leaders who wish to adapt their knowledge and skills to the constantly changing field, including: CEO, CIO, COO, Department Chair/Division Chief, Director, Group Practice Administrator, Manager, Medical Director, Nurse Executive, President.

Educational Objectives:
- Develop the health care and leadership skills essential for achieving individual and organizational objectives
- Strengthen management skills such as conflict resolution, operational analysis, employee management, and quality management
- Learn to respond proactively to the rapidly changing health care environment.

Cost: $3,300
Schedule (2014): October 26-31, 2014 (Boston, MA)
Website: ECPE