



Summary of Professional Development Courses in Academic Medicine

I. Early Career Courses

[AAMC Early Career Women Faculty Leadership 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:

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

- Integrate new leadership competencies and skills
- Gain insights into overcoming challenges of building a career in academic medicine and science
- Expand their network of colleagues
- Identify skill areas in need of further development

Cost: The 2019 application fee was \$1,950 and included payment of the 3.5-day seminar, seminar materials, four breakfasts, three lunches, refreshment breaks, one dinner, and one networking reception. The application fee did not include the optional CME fee, travel, or hotel accommodations. This fee is subject to a slight increase in 2020.

Schedule (2020): The application process for the summer 2020 program will begin in mid-February 2020. 2020's seminar will be July 11-14, 2020 at the Hyatt Regency Minneapolis in Minneapolis, MN.

Schedule (2021): February 23-26, 2021 in Indian Wells, California – the application process will open in late August and continue until late September 2020. July 20-23, 2021 in Minneapolis, Minneapolis – the application process will open in mid-February and continue until mid-March, in 2021

Emory Alumni[†]: Quratulain Syed, Sara Turbow, Candace, Taniqua Miller, Ashley Aiken

[AAMC Minority Faculty Career Development Seminar](#)

Target Audience: Junior faculty and post docs who aspire to leadership positions in academic medicine.

Educational Objectives:

At the completion of the sessions, you will be able to:

- Identify professional development goals and design a career path, and the tools on how to get there
- Understand the realities of advancement in academic medicine through the exploration of the requirements for appointment, promotion, and tenure, and how to plan your own progress through the system
- Develop key professional competencies in academic and organizational leadership
- Build skills in grant writing and communications
- Expand your network of colleagues and role models

Cost: The early bird registration fee for the June 2019 seminar was \$1,825 and the standard registration fee was \$2,100. This fee covered payment for the seminar, meeting materials, refreshment breaks, three continental breakfasts, two lunches, and one reception. The registration fee did not include the optional CME fee, travel, or hotel accommodations.

Schedule (2020): June 18-21, 2020 at the InterContinental San Juan in San Juan, Puerto Rico

Emory Alumni[†]: Marshall Fleurant, Idil Kore, Taniqua Miller, Ifeoma Onuorah

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. (Applications available late October 2019)

II. Mid-career Courses

AAMC Being a Resilient Leader Workshop

Target Audience/About: Medical school faculty and staff within the first 15 years of post-training.

Educational Objectives:

- Assess your current ways of being and acting and how they are impacting your effectiveness and results as a leader
- Apply the four pillars of being a leader and the structural framework for exercising effective leadership in day-to-day activities and interactions
- Apply the Leadership Effectiveness Model and related tools to tackle your leadership challenges
- Use emotional intelligence concepts to increase your resilience, optimism, and problem-solving ability in times of stress and change
- Articulate your commitment to the future and a practical plan for putting it into action

Cost: Early Bird pricing: \$1,550, regular pricing: \$1,795 (*based upon previous years*)

Schedule (2020): Dates not yet posted

AAMC Leadership and Management Foundations for Academic Medicine and Science

Target Audience/About: Assistant and associate professors, program directors, division chiefs, and administrative leaders.

Educational Objectives:

- Defining expectations and success factors of leadership
- The role of emotional intelligence in leading yourself and others
- Interpersonal and inter-organizational communication strategies
- Talent management and teamwork

Cost: Early Bird pricing: \$1,500, regular fee: \$1,725 (*based upon previous years*)

Schedule (2020): March 11-13, 2020 at the AAMC Learning Center in Washington, D.C. (Applications available late November 2019)

Emory Alumni¹: Michael Lloyd

AAMC Mid-career Women Faculty Leadership 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: The 2019 application fee is \$2,300. The application process for the December 2019 seminar is now open until Tuesday, September 10.

Schedule (2019): December 7-10, 2019 in New Orleans, LA

Emory Alumni¹: Michael Lloyd, Shelly-Ann Fluker, Sheryl Heron, Michelle Lall, Courtney Moreno, Modele Ogunniyi, Julie Williamson

Alliance of Academic Internal Medicine Executive Leadership Program

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: \$5,500

Schedule (2019): August 5-10, 2019 (Cambridge, MA)

Emory Alumni¹: Greg Martin

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:

- Responding to new market forces, payment method, and consumer expectations
- 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
- Stimulating and capturing future innovation and applying lessons learned

Cost: \$27,000

Schedule (2019-2020):

Oct 27 – Nov 1 2019 — Module 1 (HBS Campus)

Feb 23-28, 2020 — Module 2 (HBS Campus)

May 3-8, 2020 — Module 3 (HBS Campus)

Emory Alumni¹: Michael Lloyd Angel Leon, June Connor, Don Brunn, Greg Anderson, Bryce Gartland, Dallis Crowe, Dan Owens, Jeff Lesesne

Harvard Macy Program for Educators in Health Professions

Target Audience: Physicians, basic scientists, and other healthcare professionals educators

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

- Evaluate how adults learn and incorporate teaching strategies and other methods that enhance learning
- Identify the elements of effective curriculum design and plan strategically for curricular change
- Identify leadership styles that increase the likelihood of acceptance to change
- Develop organizational plans strategically for educational innovations in your institution
- Develop skills to deal productively with conflicting responses and resistance to change
- Incorporate the educational innovations designed within your organization
- Evaluate the success of your innovative educational project
- Report the effectiveness and success of your educational innovation to your organization

Cost: \$6,200

Schedule (2020): Part 1: May 11 - 16, 2020, Part 2: October 11 - 16, 2020 in Boston, MA

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, the people you lead and work with
- Knowledge to lead and influence 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, value-adding, and accountable physician-leader

Cost: \$4,750 (with lodging and meals) + travel

Schedule (2020): No 2020 dates yet

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 (2019-2020): Many sessions from October 2019-July 2020

Emory Alumni¹: Odette Harris

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)

Schedule (2020): Unavailable

SOM Alumni¹: Jaffar Khan, Jacques Galipeau, Deb Houry, Gordon Churchward, Zoher Kapasi

EM-ProLEAD: Emory Medicine Professional Leadership Enrichment and Development Program (Emory)

Target Audience/About: The program is open to all faculty members of Emory Medicine.

Educational Objectives:

- The focus will be on enriching leadership skills, enhancing business knowledge, and developing strong partnerships across Emory.

Cost: Free. Candidates must be nominated by their Department Chair or Division Director.

Schedule (2019-2020): Held annually. No updated information is available at this time.

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 Alumni¹: 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.

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: \$8,400, plus cost of travel and accommodations

Schedule (2020): October 4 – 16, 2020 and October 25 - November 6, 2020 (Boston, MA)

Emory Alumni¹: Carlos del Rio, Tris Parslow (would not recommend), Sharon Weiss

[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: Estimated \$2,300 + travel/accommodations

Schedule (2020): January 23-25, 2020 (Washington, D.C.)

Emory Alumni¹: Tris Parslow

[AAMC GME Leadership Development Certificate Program](#)

Target Audience: All GME leaders, or those aspiring to transition into the role. Most beneficial for new (in position less than 3 years) DIOs, GME Deans, Vice Presidents for Academic Affairs, GME Directors, and others who are responsible for the institutional oversight of GME. Preference in placement will be given to these groups.

Educational Objectives:

- Develop/enhance regional and national networks of professional peer groups, in addition to understanding the specialty groups available for membership.
- Understand and actualize the difference between management and leadership, knowing that both skill sets must be enriched for success as a DIO.
- Design an organizational structure for their educational mission which stresses agility and proficiency; identifying potential contributors and developing their skill sets.
- Establish a competency in financial principles; understand the options of educational and medical financing, and develop a long-range monetary plan.
- Obtain a working knowledge of disruptive technology, and gauge its potential for effective use.
- Differentiate between professional development and performance reviews; both from a personal

and from a supervisory standpoint. Design a process to provide feedback and stimulate the desire for new knowledge to other GME leaders within the home institution.

- Demonstrate proficiency in comprehending ACGME policies, and those of other regulatory agencies, and implement appropriate protocols.
- Lead the GME enterprise in the role of advocacy for trainees, faculty, and patients.
- Synthesize applicable legal standards for medical education; devise appropriate protocols for the GME Office, and convey a standardized approach to others involved in graduate medical education.

Cost: \$2,300 based on previous years

Schedule (2020): The application process for the 2020-2021 program will open in October 2019

Emory Alumni¹: Maria Aaron

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: \$15,600, which covers 19 days in session, distance learning activities throughout the fellowship year, course materials, faculty/facilitators, conference site expenses, continuing education fees, special events and most meals for the fellows

Schedule (2020): Application for the 2020 – 2021 fellowship year will open online on November 1, 2019. Emory School of Medicine will coordinate all nominations for ELAM.

Emory Alumni¹: Erica Brownfield, Penny Castellano, Kathy Griendling, Sheryl Heron, Nadine Kaslow, Lian Li, Carolyn Meltzer, Monica Farley, Amy Chen

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: \$4,530

Schedule (2019-2020): October 27 – November 1, 2019 (Boston, MA) April 26 – May 1, 2020 (Boston, MA)

Registration is now open

Harvard Program for Chiefs of Clinical Services

Target Audience: The Program is designed for chairs of major clinical departments in teaching hospitals whose responsibilities require them to allocate resources, develop policies, and provide leadership. Potential participants include heads of departments of medicine, surgery, obstetrics-gynecology, pediatrics, family medicine, psychiatry, neurology, anesthesiology, pathology, and radiology. Chairs of other major departments with residency programs are also eligible.

Educational Objectives:

- Increased understanding of their responsibilities and tasks as leaders of clinical departments and members of the leadership group of their institution
- A broader appreciation of and insight into the external challenges facing, and changes occurring in, academic medical centers; the range of options and responses available; and the implications for their own institution, clinical service, and academic program
- 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 departmental and institutional leaders in formulating and implementing new initiatives and managing change

Cost: \$8,400

Schedule (2020): January 26-February 7, 2020 (Boston, MA)

Woodruff Leadership Academy (Emory)

The Woodruff Leadership Academy (WLA) was formed to help professionals and managers within the Woodruff Health Sciences Center (WHSC) to further advance their leadership skills, with the over-arching goal of developing proficient, effective future leaders for the WHSC. Individuals chosen for WLA fellowships have demonstrated leadership skills at some level of their organizations, and are identified as having a high probability of even greater leadership potential.

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 WHSC'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 WHSC's long-standing mission, and the current vision and strategic plan
- To understand the principles, qualities and responsibilities of leadership and model best leadership practices.
- To study and understand the specific leadership qualities needed to pursue interdisciplinary and programmatic work relationships in a matrix organization
- To build personal awareness for each of the WLA Fellows through testing instruments – self-awareness (Birkman) and 360-degree feedback
- 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

Nomination Process: The WLA nominations process usually begins in July and nominations are accepted only from WLA Alumni and WHSC Senior Leaders. Typically, 90-100 nominations are received and around 20 are selected. The call for nominations for the class of 2019 is currently underway.

Cost: There is no cost to the individual or his/her department (funded by the Woodruff Foundation and the Office of the Executive Vice President for Health Affairs)

Emory Alumni: 315 fellows with nearly 240 still here.

Schedule: January – April – generally one weekend per month (Thursday and/or Friday and Saturday)

¹ Emory alumni listed in this document do not represent a comprehensive list, but rather those self-identified or identified by chairs.