



Summary of Professional Development Courses in Academic Medicine

I. Early Career Courses

AAMC Early Career Women Faculty Leadership Development Seminar

Target Audience: The Early Career Seminar for Women Faculty is designed for women physicians and scientists with an appointment at an AAMC member school of medicine, with a minimum of two years of experience (from the date of the seminar) as an Assistant Professor. Instructors will be considered based upon experience. Generally, this seminar is designed for women faculty who have held an academic appointment at a school of medicine for 8 years or less.

Program Objectives:

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

- Demonstrate leadership behaviors that include effective communication, expanding self-awareness, increasing financial acumen, and other leadership topics necessary for skill development and career advancement.
- Gain insights into overcoming challenges and developing strategies for navigating gender dynamics in the workplace.
- Create individualized leadership goals that align with their long-term career vision and short-term goals for promotion.

Expand their network of colleagues within academic medicine and science.

Cost: The application fee for the 2022 seminar is \$2,050 and includes payment of the seminar, course materials, some meals and networking activities. The application fee does not include the optional CME fee, travel, or hotel accommodations.

Schedule (2022): July 19-22, 2022, in Minneapolis, Minneapolis – The application process will open in mid-February, remain open for a maximum of four weeks, and will close once applications exceed program capacity.

Emory Alumni¹: Quratulain Syed, Sara Turbow, Candace, Taniqua Miller, Ashley Aiken

AAMC Minority Faculty Career Development Seminar

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

Learning 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: Dependent upon structure of the course (i.e., virtual vs. in person).

Schedule (2022): To be announced

Emory Alumni¹: 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: There is no charge for this course.

Schedule (2022): The course encompasses eleven sessions to be held two-three times a month from January to May 2022. Sessions will meet on Thursday evenings, with one on Wednesday, for 3 or 3.5 hours beginning at 5:30 PM. Classes will be held in person in the School of Medicine building, pandemic permitting. This course is approved for CME credit. **Faculty accepted into the program are expected to attend all sessions.** (Applications were due November 3, 2021)

Faculty Development Program: Under-Represented in Medicine* (URiM)

Target Audience: Under-represented in Medicine* (URiM) faculty

Educational Objectives:

- Enhance peer mentoring and sense of community among URiM faculty members
- Develop/enhance leadership and career development skills identified by participants
- Engage in meaningful discussions about the experience of navigating academic health sciences as a URiM faculty member
- Contribute to efforts to create a more diverse and inclusive environment

Program Components

- Experiential seminars. Senior faculty members and leaders from Emory and beyond engage with participants around career and leadership development topics.
- Discussion forums on URiM faculty experience. Articles from academic journals and the lay press, TED Talks, and other relevant media are used as launching point for discussions about the career experiences, challenges, and successes faced by participants in academic health sciences.
- Peer Mentoring. Participants meet in learning communities during each session to provide support and accountability to one another to successfully negotiate challenges, foster resiliency, and achieve personal goals.
- Leadership coach. Participants will be paired with a leader from across the school of medicine to serve as a coach and advisor through this process. These leaders will represent chiefs, chairs, deans with clinical and academic leadership roles.
- Career development project goal. Participants commit to making substantial progress on a project that advances their career development or leadership goals throughout the program, with support from a network of peer and senior mentors. They will be expected to present their work at the end.
- Participant commitment. Participants commit to actively participate in at least 6 of the sessions, to make progress and present their project, and engage in self-reflection and honest conversation with peer and senior mentors.

Structure & Time Commitment: The course includes 8 sessions held 2-3 times per month from August through December. Course will be offered on a biannual basis with the next cohort taking place in 2023.

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: To be announced

Schedule (2022): To be announced

AAMC Leadership and Management Foundations for Academic Medicine and Science

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

Learning Objectives:

- Defining expectations and success factors of leadership
- Describe the role of emotional intelligence in leading yourself and others
- Utilize innovative interpersonal and team communication strategies
- Apply strategies for managing time and setting priorities that result in the achievement of both personal and organizational goals

Cost: The 2020 registration early bird fee was \$1,500, and the regular fee was \$1,725. This fee covered all program materials, two breakfasts, three lunches, refreshment breaks, a networking reception, and an online EQ-i 2.0 self-assessment with a confidential report regarding your emotional intelligence. The registration fee did not include the optional CME fee, travel, or hotel accommodations.

Schedule (2021): The AAMC has decided to cancel all planned in-person meetings through June 30, 2021. At this time, a date and location has not yet been determined for the next in-person seminar.

Emory Alumni¹: Michael Lloyd

AAMC Mid-career Women Faculty Leadership Development Seminar

Target Audience: The Mid-Career Seminar is designed for women physicians and scientists with an appointment at an AAMC member school of medicine, with a minimum of two years of experience (from the date of the seminar) as an Associate Professor. Mid-career applicants should have demonstrated leadership ability, either in formal administrative or other leadership roles. Applicants should have a minimum of eight years' experience in academic medicine and science and actively seeking to progress to the next stage of their career, along the path to full professorship and/or other advanced leadership position.

Program Objectives:

At the completion of the seminar, participants will 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 and science.
- Acquire tools and skills necessary for leading teams toward improved organizational and individual performance..

Cost: The 2019 application fee was \$2,300 and included payment for the seminar, course materials, some meals and networking activities. The application fee did not include the optional CME fee, travel, or hotel

accommodations. Application fees for this seminar will be announced in late spring 2022. The application process will open in early August, remain open for a maximum of four weeks, and will close once applications exceed capacity.

Schedule (2022): December 6-9, 2022, in Indian Wells, CA

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: To be announced

Schedule (2022): To be announced

Emory Alumni¹: Greg Martin

Executive Program in Managing Healthcare Delivery (Harvard Business School)

Target Audience: This program is designed for clinical and nonclinical leaders with more than 10 years of experience in large established health care delivery organizations, physician chiefs and subspecialty chiefs, nurse executives, and leaders from physician network organizations, and administrative executives and those in functions such as innovation, strategy, information technology, finance, and human capital. Because this health care management program focuses on developing strategies that address organizational challenges, it is ideal for teams. Attendance by multiple representatives from your organization not only will foster teamwork but also will amplify impact.

Key Benefits:

- Improve your organization's performance
- Become a more capable health care leader
- Expand your personal and professional network

Cost: \$27,000

Schedule (2022-2023):

Oct 30 – Nov 4, 2022 — Module 1 (HBS Campus)

Nov 5, 2022 – Feb 18, 2023 — Module 2 (Virtual, Self-Paced)

Feb 19 – Mar 17, 2023 — Module 3 (Virtual, Live Online)

Mar 18 – Apr 23, 2023 — Module 4 (Virtual, Self-Paced)

Apr 30 – May 5, 2023 — Module 5 (HBS Campus)

Candidates are admitted to specific sessions on a rolling, space-available basis and recommended to apply at least four weeks before the program start date.

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

Course 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: \$5,710

Schedule (2022-2023): October 2 - 7, 2022 (part 1): daily virtual 9:00 am – 3:45 pm EDT

November 9, 2022: virtual 7 – 8 PM EST

December 14, 2022: virtual 7 – 8 PM EST

January 11, 2023: virtual ½ day 12 – 5 PM EST

February 8, 2023: virtual 7 – 8 PM EST

March 8, 2023: virtual 7 – 8 PM EST

May 1 - 5, 2023: (our hope is that this session will be in-person, Boston, daily 9:00 am – 3:45 pm EDT

The deadline to apply for 2022/2023 will be June 30, 2022.

HERS Institutes for Women in Higher Education Administration

Target Audience: The HERS Leadership Institute is an inclusive program, welcoming all participants who identify as women. It is designed for faculty and staff who generally hold mid-to-senior level positions in higher education and have a desire to emerge as more dynamic leaders for themselves and their institutions.

Learning Objectives:

- Self-knowledge
- Institutional Awareness
- Networking
- Immediate and Practical Application

Cost: \$8,499

Schedule (2022-2023): Online Session (Feb – May, 2022), Intensive Session (June 7-16, 2022 in Denver, CO or July 12-21, 2022 in Philadelphia, PA), or Weekend Session (Staggered weekends in 2022-2023 in Boston, MA). Final deadlines are in October 2021, February 2022, and May 2022.

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 (2022): The biennial program schedule, based on the academic calendar, starts in August and ends the

following April.

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: 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, Division Director or Executive Administrator.

Schedule (2022-2023): The nomination period for the 2022 EM-ProLEAD program has closed. Nomination dates for the 2023 EM-ProLEAD program will be posted in September of 2022.

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.

Career Advancement and Leadership Skills for Women in Healthcare

Target Audience: Women at various stages of their healthcare careers step into and succeed in leadership positions

Educational Objectives:

- Career building and leadership skills
- Decreasing the gender gap

Schedule (2021): The 2021 program was enhanced for distance learning, held in November 1-3, 2021. In addition to being live streamed, all sessions were recorded and made available to participants of this course for online viewing for 90 days after the end of the course. Also, a new optional one-day program was made available. No more information for 2022 was made available.

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, who lead a clinical division and report directly to the chair of their department. 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 with similar responsibilities as a division chief, and associate dean for clinical affairs.

Program 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: \$9,800

Schedule (2022): October 2 – 14, 2022 or October 23 - November 4, 2022 (Boston, MA)

Qualified candidates are admitted on a rolling, space-available basis, and programs often fill early. The priority deadline was May 1, 2021, but applications are accepted until the program reaches capacity.

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

[AAMC Executive Development Seminar for Deans](#)

Target Audience: The Executive Development Seminar for Deans is open to current members of the Council of Deans (COD) and expected members whose appointments have been announced by an AAMC-member medical school. COD Fellows are also welcome to attend.

Learning Objectives:

During the seminar, new deans gain perspective from national experts and from within their cohort on a variety of topics:

- Emerging issues at academic medical centers
- Driving alignment across the academic medical center
- Stewarding institutional resources such as talent, finances, and institutional reputation
- Best practices for advocacy
- Leading your institution through major change events

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

Schedule (2022): Given the recent surge in coronavirus cases throughout North America, AAMC leadership has made the decision to cancel the 2022 Executive Development Seminar for Deans.

Emory Alumni¹: Tris Parslow

[AAMC GME Leadership Development Certificate Program](#)

Target Audience: GME leaders, with up to five years' experience in an Institutional GME leadership role, who are responsible for the institutional oversight of GME at an AAMC member institution including: designated institutional officials, GME deans, vice presidents for academic affairs, GME directors, and others. Leaders with more experience are welcome to apply and placement will be granted on a case by case basis; however, the course is most beneficial for those newer in their institutional GME leadership position.

Program 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: Application and registration fees for all 2022 programming will be announced in the coming months. The 2020-2021 application fee was \$2,300 and included payment for the April and January modules (a total of five days of instruction). The application fee did not include the following: optional CME fee, travel/ hotel accommodations, or registration for the AAMC Group on Resident Affairs Spring meeting.

Schedule (2022-2023): Module 1: September 7-9, 2022: in-person offering at the AAMC Learning Center, Washington, DC

Module 2: January 12-13, 2023: virtual offering only

Spring 2023: AAMC Group on Resident Affairs meeting: dates and location are TBD

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: ELAM's program fee is \$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.

In addition to the program fee, the fellow or her institution is responsible for travel and lodging during the sessions (approximately \$325/day plus tax for each session), and some meals. Travel and lodging for deans attending the Leaders Forum are the responsibility of the sponsoring institution. Meeting materials and meals are provided for forum participants.

Schedule (2022-2023): All applications, including attachments for a current CV and published work, must be

submitted online by January 7, 2022, midnight Eastern time. Nominations and recommendations must be received by January 28, 2022, at midnight Eastern time. Emory School of Medicine will coordinate all nominations for ELAM. Program runs from Jun 1, 2022 to Apr 27, 2023 (Location TBD).

Emory Alumni: 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, CMO, Department Chairs/Division Chiefs, Group Practice Executives, Health Care Consultants, Health Systems Executives, Hospital Executives, Medical Directors, Nurse Executives, Physician Executives

Objectives:

- Leadership sessions on motivation, negotiation, ethics, financial management, and more
- Active discussion groups that facilitate the sharing of experiences, address specific challenges, and create workplace solutions
- Distinguished Harvard faculty members, complemented by health care industry experts

Professional networking with colleagues from highly regarded organizations

Cost: \$4,530

Schedule (2022): April 4 – 8, 2022 (Boston, MA)

Harvard Program for Chairs 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, make difficult decisions in times of great uncertainty, and provide leadership. Potential participants report directly to the CEO/Dean and include heads of major departments of medicine, surgery, obstetrics-gynecology, pediatrics, psychiatry, neurology, anesthesiology, pathology, and radiology.

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: \$9,500 (2022 Program) or \$9,800 (2023 Program)

Schedule (2022-2023): Jan 23-Feb 4, 2022 (Boston, MA – currently on waitlist) or Jan 22-Feb 3, 2023 (Boston, MA- application is open)

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 mid-July and nominations are accepted only from WLA Alumni and WHSC Senior Leaders. Typically, 90-100 nominations are received and around 20-40 are selected. The deadline for nominations is mid-to-late August.

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.