

Editor:
Sherry L. Apple, MD, MS



In This Issue...

2

Spirit of WINS

3

Treasurer's Report

4

Compassionate Excellence

5

Friends of WINS Award
Winner Announced

5

Women's Future in
Academic Medicine

6

WINS Highlights at the
2001 AANS Annual
Meeting in Toronto

7

WINS Membership
Application

President's Message



*Edie E.
Zusman, MD*

As Women In Neurosurgery (WINS), we have progressed significantly over the past 10 years both as an organization and as individuals in various stages of training and practice. We are so proud of the accomplishments of our members and the support they have received from

WINS. There are more women in leadership positions in organized neurosurgery than ever before. Some key WINS liaison and advisory positions already have been advanced to full voting membership on prominent committees, including Gail Rosseau's recent appointment to the AANS Scientific Program Committee and Karin Muraszko assuming the WINS liaison position.

The spirit of inclusion is prominent on the agendas of both AANS and CNS. The CSNS, which has always been reflective of minority viewpoints by its representative structure, has two women on the Executive Committee and has slated the first female officer for election this spring. Isabelle Germano continues to make impressive and recognized contributions to the Scientific Program Committee of the CNS and beyond.

Our outstanding pamphlet designed by WINS members, Karin Muraszko and Deborah Benzil, targets medical students who may be considering a career in neurosurgery. Its cover, featuring a female neurosurgeon operating under the microscope, has received endorsements from both AANS and CNS with an introductory statement written by the president of each organization.

NEUROSURGERY://ON-CALL® has requested linkage with the WINS Web site coordinated by Sherry Apple. Sherry continues to provide excellent information for public access about neurosurgery and the women who practice our speciality.

With more opportunities becoming available, it is important that qualified women move into these positions of leadership. Toward this goal, the San Diego WINS Leadership and Strategic Planning Conference, organized by Deborah Benzil and chaired by Janet Bickle from the AAMC, will help participants develop their leadership skills, define the WINS role for leadership development in the future and identify the next generation of women leaders.

We encourage the broadest possible participation for this conference including non-members and senior members no longer practicing neurosurgery. I know that something wonderful will happen when a multi-generational and diverse group of this caliber comes together! I hope that each of you will be part of this exceptional conference September 30, 2001, in San Diego.

I also hope that each of you have secured time from your practices and training to attend former Congresswoman and Secretary of Labor Lynn Martin's lecture at the AANS meeting on Tuesday, April 24, 2001, in Toronto, Canada. Secretary Martin will deliver the 8th Annual Ruth Kerr Jacoby Lectureship at the WIN's reception. Her lecture, titled "Optimizing a Diverse Workforce: Neurosurgery's Best and the Brightest," has been endorsed by the AANS Board of Directors and CSNS Executive Committee. We are pleased that Lynn Martin will bring her corporate and national experience to a discussion on the value of a diverse workforce in neurosurgery to keep and retain the best and the brightest in our speciality.

A Hearty Congratulations

Have you ever wondered how many women neurosurgeons are currently Board certified? At the last count—98. There are about 80 more who are either in residency or getting ready to take their oral boards.

Spirit of WINS: My Response to WINS Web Site FAQs

By Sherry L. Apple, MD, MS



Sherry L. Apple,
MD, MS

FAQs: Just what are FAQs? FAQ stands for Frequently Asked Questions and they refer to questions sent to webmasters most commonly. The absolutely most frequently asked question for the WINS webmaster is “what do I have to do to become a neurosurgeon?” It is most often asked by high school students and sometimes by college-age students. It usually happens in the spring about the time that they

are getting close to advancing to another grade and their friends are about to graduate. It comes in the form of a “career quest.” Their teachers give them the assignment to find out about the career that they think they would like to pursue and they want to know what is the training, the hours and of course how much money do we make. They are all fascinated by the technical charm of neurosurgery, as are many of us. As one of the easier questions to answer, WINS soon will have a brochure similar to the *Pocket Mentor* (an AWS publication) that will be available to medical students and others via the Web to help them out.

There is another question not so easily answered and often asked by young men as well as women. They are often concerned about the balancing act that seems to have such a simple answer for most of the men and a more complicated answer from the women neurosurgeons they poll. What do we do about juggling the responsibilities of a family and kids with being a neurosurgeon? Well, I took this question back to several of my colleagues who have children and they all have very unique ways of dealing with this. Some have nannies, some have support from extended family, others have partners who are the primary parent. Of course, some of us have a dog. Yes, just like Fran Conley I chose not to have kids and have a dog instead. Now, I asked my friends to write about their children, but none of them wanted to volunteer. It seems that parents of children (not dogs) were particularly concerned about privacy for their family life. Certainly, no one wants to be judged for their choices and who knows what the right balance is, anyway. Well, this dog owner is happy to share her story.

In all seriousness though, there is a certain lack of fear in talking about the center of our lives and Christmas cards. My pride and joy is a 20-month-old, registered blue Doberman. He’s my second “Dobie.” The first I adopted when I was in medical school and wanted both companionship, unconditional love and, at the suggestion of one of my professors after my apartment was broken into, “a dog big enough to scare off burglars.” This is certainly a job that most kids don’t need to do at least not until their adult years when they assume the roles of caretakers for their own parents. Well, my first red Doberman certainly fit that bill. He was a very gentle but assertive dog that ruled the house. He only ate my couch once when I was at the hospital way too long for him. Of course, I had to make sure that I found a roommate in residency that also loved dogs. Luckily, she had one, too, and

helped me out by taking care of mine while I was at the hospital or on call.

Residency was another issue. The hours were longer, the stress was greater and the responsibility more. Troughton saw me through residency and a commuting marriage across several states. The great thing about marriage is that when I was particularly stressed for time or fearful that Troughton was not getting enough attention his “Dad” would show up and spent quality time with both of us. When he was off working, the neighbors became my backup family to help me make sure that he was fed and watered and given extra love and attention. The neighbors fell so much in love with my “I’m so vicious I’ll lick your hands off” Doberman that they also found time to play with him. It was not uncommon to come home and find him downstairs watching TV and eating chocolates with my neighbor.

So I always had lots of offers for dinners, friendships and someone to talk to when the husband wasn’t around. That wonderful red Doberman was with me until one month exactly before the end of my residency when he unexpectedly died in my arms as gently as he lived. Just like losing a child, he was tough to replace. All the issues like “did I spend enough time with him?” “apartment life is no life for a big dog,” and “how can I get another one, it will just break my heart if something happens to him” played a big role in my decision to search for a replacement. My husband (who now actually lives in the same town and house with me) was skeptical since he, too, loved Troughton the Wonder Dobe. But when I came home after a 150-mile drive with a 4-week-old, very dependent blue Doberman puppy it was instant love for both of us. Some 20 months later Troughton (number two) trains us well through obedience classes, picks out his favorite squeaky toys at the local PetsMart store and is the subject of our most recent handmade Christmas card. Troughton Two Blue has won his way into our hearts and could not be loved more than a child. Yes, we have to think of him when we plan trips, go shopping, need quality time for ourselves and when he too needs a little quality time. Now you may think it is silly to spend so much time worrying about a dog, but in reality, there is no difference in the way a man or woman neurosurgeon must compromise to meet the demands of job and family. The key is you have to make an effort to make it work and once you do, the rewards are well worth it. In my life there is not much difference between the joys of seeing a child take their first step and my blue Dobie when he finally figured out how to walk up and down the stairs. Ah, there’s nothing like life in its many forms. And isn’t life the perfect thing to pass the time away?



WINS Treasurer's Report

By D. Roxanne Todor, MD



D. Roxanne Todor,
MD

Our mailing address and financial accounts are in the process of being centralized with AANS at this time in order to improve continuity for our organization. This service is provided at a fair custodial fee and will prevent the delay in account recordkeeping we have had as a result of our annual changes in WINS officers. A full report including our current balance will be given at the WINS meeting in Toronto.

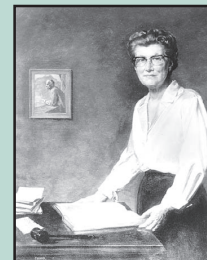
We are close to our goal of support for this year's speaker but could still use additional contributions. Dues are still outstanding for approximately half our members. I will have an updated list for everyone at the meeting and will be presenting certificates to all our lifetime members. If anyone has a question as to her membership status, please send an e-mail to todorr@pol.net. I look forward to seeing everyone in Toronto.

Travel Scholarship Award Information

The Louise Eisenhardt Resident Travel Scholarship is granted once every year to a female resident with an abstract accepted at either the CNS or AANS annual meeting. A stipend of up to \$1,000 is given to cover travel expenses to either of the national meetings. A selection committee, headed by Deborah Benzil, MD, reviews the abstracts. Deadline for submission is two weeks prior to the AANS meeting, where the scholarship is awarded.

The 2000 Scholarship was awarded to Amy Heimberger, MD, Neuro-oncology Fellow at Duke University. All eligible residents should submit their abstracts by e-mail, fax, or snail mail to:

Deborah Benzil, MD
Department of Neurosurgery
Munger Pavilion-3rd Floor
New York Medical College
Valhalla, New York 10595
E-mail: Deborah_Benzil@NYMC.edu
Fax: (914) 594-3641



Louise Eisenhardt

Don't Miss This Speaker!

COMING SOON

Who: Lynn Martin, former Secretary of Labor and Congresswoman

What: "Optimizing a Diverse Workforce: Neurosurgery's Best and Brightest"—The WINS 8th Annual Ruth Kerr Jakoby Lecturer

When: 5:45 PM Tuesday, April 24, 2001

Where: Sheraton Centre, Spindrift/Spring Song Hospitality Suite, AANS Annual Meeting, Toronto, Ontario, Canada

About: An unparalleled authority on modern workplace issues, Lynn Martin has championed the rights of all workers, particularly females and minorities, by providing comprehensive solutions to these issues.

Sponsors: DePuy AcroMed, EBI, a Biomet Company, Medtronic Sofamor Danek and Mizuho America Inc.



Lynn Martin

WINS Members in the News at Home and Abroad



Isabelle M. Germano, MD

Isabelle M. Germano, MD, and Gail Rosseau, MD,

attended the Japanese neurosurgery association's annual meeting and gave an award to Yoko Kato, MD, for her contribution to the advancement of women neurosurgeons.



Gail L. Rosseau, MD



Ann Marie Flannery, MD

Ann Marie Flannery, MD,

was an invited participant representing neurosurgery at the first meeting of the Committee on Women's Issues, which was held October 23, 2000. Members present were Barbara Bass, (general surgery) Director of the American Board of Surgery, Chair of ACS Governors; Ann Marie Flannery, (pediatric neurosurgery) Associate Dean for Graduate Medical Education, Medical College of Georgia; Anna Ledgerwood, (general surgery) Professor of Surgery at Wayne State University; Linda Phillips, (plastic surgeon) Vice-Chair of RRC for Plastic Surgery, Chief of the Division of Plastic Surgery and Senior Associate Dean for Academic Affairs at University of Texas Medical Branch; John Preskitt, (general surgery) Baylor University Medical Center Dallas and Regent ACS; Gloria Sarto, (obstetrics & gynecology) Co-Director for the Center for Women's Health and Special Assistant to the Dean for Gender Issues University of Wisconsin; Andrew

Warshaw, (general surgery) Chief of Surgery at Harvard Medical School, Senior Member of the American Board of Surgery.

Olga Jonasson, MD, Staff Support from the American College of Surgeons, read the committee charge. The discussion centered on the consensus that the issue is not entrance or attrition rates of women in surgery but rather recruitment and advancement of women to leadership roles, where women are underrepresented. Also, women join professional organizations at the rate of half of what they are eligible to do. Ann Marie Flannery will serve as Chair and Gloria Sarto as Vice-Chair. Subcommittees were established. These are Recruitment and Retention, Professional Development, Society Membership and Leadership Roles, and Issues Important to Women Surgeons.



Ana Luiza

Ana Luiza de Oliveira Machado, MD,

our Brazilian *Friend of WINS*, is now on a fellowship in Germany. When asked if the training for neurosurgery ever ends, she replied, "It's a lifelong ambition to keep up with technology and new techniques to meet the patient's needs and expectations. A female doctor has a lot of challenges in her life and profession, and as a neurosurgeon, the barriers she has to overcome are numerous and unexpected. Her life depends on different factors — social, economical, political and cultural, and her battle is a constant one."

Ana is on her own in Germany and would enjoy hearing from a few of you. She is at analuiza_machado@hotmail.com.

Delivering Compassionate Excellence®

By Cheryl Harder



Cheryl Harder

In anticipation of the upcoming leadership conference, I want to introduce Cheryl Harder, whom I met at a recent leadership conference. As president of Grid Communications Inc., Cheryl lectures and runs leadership training sessions. I found the interaction with her delightful and inspiring. She has agreed to share some of her thoughts on women in leadership roles with the members of WINS —Sherry L. Apple, MD, MS

As physicians, leaders or both, our desire is to deliver not only technical or isolated excellence but to deliver excellence with awareness and compassion. It sounds very simple. Yet this can often be difficult and require great personal courage. Why is this so?

Difficulties can occur at three levels.

- **Cultural:** The environment or culture in which we work might not support Compassionate Excellence®. Traditions, precedents, past practices, and policies may dictate behaviors that do not foster Compassionate Excellence® or encourage the high levels of mutual trust and respect that make it possible. For example, the use of power and authority may place "who is right" above "what is right" for decision making.

- **Team Support:** Those we work with, or through, to achieve results may not support such high standards of excellence. Some may even be threatened by the high standards of another.
- **Ourselves:** Our own actual behaviors may not align with the *intention* of delivering Compassionate Excellence®. We may find that we have periods of delivering excellence without awareness or compassion or that we offer compassion without a focus on excellence. All of us have observed these behaviors in others and have witnessed the impact on results. It is more difficult to see these behaviors in ourselves, yet this personal awareness is the first step toward how the best get better.

True power comes from the ability and discipline to consistently combine compassion and excellence by understanding and overcoming the challenges outlined above. Those who find the courage to do so often become "informal leaders" who display great personal power regardless of position or rank. So remember this formula for power: E = WC2® for women. (Women, Compassion, and Courage).

Cheryl Harder is President, Grid Communications Inc.

E = WC2® and Compassionate Excellence® are the copyright of Grid Communications Inc.

Friends of WINS Award: Franklin C. Wagner Jr., MD

By Edie Zusman, MD



Franklin C.
Wagner Jr., MD

It is with great pleasure that I announce the 2001 recipient of the Friends of WINS Award. The WINS Board of Directors has selected Franklin C. Wagner Jr., MD, Professor of Neurosurgery at the University of Illinois, Chicago, and past Chairman and Residency Program Director at UC Davis School of Medicine.

Dr. Wagner has influenced many during his respected career. After graduating from Princeton University, Dr. Wagner attended

Bowman Grey School of Medicine. He married his lovely wife, Sarah, in 1965 and began internship and neurosurgery residency at the Northwestern University Passavant Memorial Hospital under the tutelage of Loyal Davis (Nancy Reagan's father). He recalls phoning the Davis housekeeper each day to update Dr. Davis on his patients and the signaling scheme alerting the Evanston Hospital resident attending a home football game that he was needed at the hospital.

Following a research fellowship at Case Western Reserve, Dr. Wagner returned to Northwestern as an Instructor and then Assistant

Professor. He spent time at London Queens Square and Hospital For Sick Children prior to joining the faculty at Yale. There he began to forge his academic career as a nationally recognized expert in spinal cord injury and spine surgery. In 1982 he was recruited to UC Davis. As Chairman of the Neurological Surgery Department, he expanded and solidified the Residency Training Program.

Dr. Wagner prides himself on the diverse workforce he selected and trained. To his credit he was equally encouraging, demanding, critical and complimentary of his residents, harboring no bias, and totally respecting excellence and complete commitment. I have come to know this honorable individual well in his capacity as my chairman, mentor and friend. I am forever grateful to him for taking the perceived risk of training women to become neurosurgeons.

Dr. Wagner's influence on Women In Neurosurgery includes training five women residents in neurosurgery: Laura Anderson, the first woman to graduate from UC Davis; Edie Zusman; Jesse Huang; Holly Gilmer-Hill; and Sharyn Brekhus. Sherry Taylor and Dominique Engle were medical students at UC Davis who pursued neurosurgery with Dr. Wagner's help. Please join me in presenting the Friends of WINS award to Dr. Franklin C. Wagner Jr., on Tuesday, April 24, 2001, at the WINS reception and lecture.

The Future of Women in Academic Medicine

By D. Roxanne Todor, MD

I originally became interested in this topic while at a graduate medical education (GME) committee meeting when it was mentioned that the gender ratio of the incoming medical school class would be 50/50. I had observed that many of the same women who served with me on a variety of committees were junior faculty and, with few exceptions, were no higher in rank than assistant professor. This was in sharp contrast to the clinical chairs and senior faculty, who were predominantly men. This dichotomy exists throughout the United States where, on average, there are 21 women full professors per medical school compared with 161 men. According to the American Association of Medical Colleges, only 11 percent of female faculty in 2000 held the rank of full professor, compared with 31 percent of the male faculty. These numbers have remained stable for the past 20 years despite a significant increase in women graduating from medical school. I realized that the problems faced by academic women neurosurgeons were not unique to neurosurgeons, or, in some instances, to women.

Academic medicine is usually defined by the triumvirate of clinical practice, clinical teaching and research. Most institutions award the rank of full professor to physicians who have attained national prominence in an area of expertise. That expertise is usually determined by the number of publications in peer reviewed journals with little weight given to time spent teaching or in clinical practice. At the same time, increasing financial pressures are being placed on surgical departments to be self-supporting in the face of shrinking reimbursements and increased overhead. Additionally, many states have placed limits on the

number of hours residents may work while simultaneously increasing the supervisory requirements of attending surgeons.

I have personally found that of the three responsibilities facing an academic surgeon, research, unfortunately, tends to be the most neglected. As my clinical practice, teaching and administrative responsibilities increased, my "protected research time" began to disappear. In order to combat this problem I have adopted a "just say no" policy to taking on additional responsibilities until I have completed my current projects. Junior faculty, particularly women, often fear that refusing a chairman's request may adversely affect their evaluation. However, I found that many of my tasks could be successfully delegated.

Ultimately, medical schools will need to readdress their promotion criteria to take into account the next generation of academic surgeons. This should include improved day care facilities as well as adopting policies to stop the "tenure clock," thus enabling both men and women to balance time between family and career. Additionally, more credit should be given for time spent teaching as well as involvement in hospital committees. Finally, academic institutions should develop formal mentor programs for their junior faculty such as the Executive Leadership in Academic Medicine (ELAM) Program for Women. This program, sponsored by MCP Hahnemann University, helps prepare women faculty at academic medical centers for senior leadership positions. Overcoming the obstacles faced by women faculty, many of which also affect men, will hopefully enable academic institutions to attract and retain the best physicians, regardless of gender.

WINS Highlights at the 2001 AANS Annual Meeting

We are particularly grateful to leadership within the Scientific Program Committee for the inclusion of these WINS members in the Toronto AANS program. These are some of the many panels in which women neurosurgeons will be participating. For a complete listing, check your AANS Annual Meeting program.

Sunday, April 22

Practical Clinics

8 AM-NOON

016 Vertebroplasty

Directors: *Richard D. Fessler, Lee R. Guterman*

Faculty: *Andrew J. Ringer, Stanley H. Kim, Demetrius K. Lopes, Alan S. Boulos, Lisa L. Guyot, Robert A. Mericle*

1-5 PM

028 Vertebroplasty

Directors: *Richard D. Fessler, Lee R. Guterman*

Faculty: *Andrew J. Ringer, Stanley H. Kim, Demetrius K. Lopes, Alan S. Boulos, Lisa L. Guyot, Robert A. Mericle*

034 Evidence Based Medicine

Directors: *Steve J. Haines, Beverly C. Walters*

Faculty: To be announced.

Monday, April 23

Breakfast Seminars

7:30-9:30 AM

102 Surgical Approaches to the Anterior Skull Base

Moderator: *Donald C. Wright*

Panelists: *Axel Perneczky, Jon H. Robertson, Hae-Dong Jho, William T. Couldwell, Gail L. Rosseau*

103 Brain Attack

Moderator: *Warren R. Selman*

Panelists: *Robert A. Mericle, Linda L. Sternau, Fady T. Charbell*

114 Malignant Brain Tumors: State-of-the-Art Treatment

Moderator: *Mitchel S. Berger*

Panelists: *Peter McL. Black, Linda M. Liau, John Buatti, Raymond Sawaya*

116 Pediatric Epilepsy

Moderator: *Frederick A. Boop*

Panelists: *Tae Sung Park, John A. Lancon, Andre Olivier, David W. Pincus, Diane L. Kraemer, Michael Lee Levy*



Tuesday, April 24

Breakfast Seminars

7-9 AM

201 Evidence Based Approaches to Cerebral Trauma

Moderator: *Jack E. Wilberger Jr.*

Panelists: *Brian T. Andrews, Beverly C. Walters, John H. McVicker, Jamshid Ghajar*

203 Management of Chiari Malformations

Moderator: *John G. Van Gilder*

Panelists: *Thomas H. Milhorat, John J. Oró, Karin M. Muraszko, Edward H. Oldfield, Michael J. Rosner*

206 Frameless Cranial Stereotaxis

Moderator: *Richard D. Bucholz*

Panelists: *Keith M. Rich, Isabelle M. Germano, David W. Roberts, M. Peter Heilbrun*

213 Sympathectomy for Pain and Hyperhidrosis

Moderator: *Deborah L. Benzil*

Panelists: *Cheuk-Wah Wong, V. Vanaclocha, Harold A. Wilkinson, Patrick Johnson*

215 Pediatric Head Injury

Moderator: *Ann-Christine Duhaime*

Panelists: *Thomas G. Luerksen, Lorenzo F. Munoz, John P. Laurent*

AANS/CNS Section on Pain

Scientific Session

4:15-5:45 PM

810 Ten Years Experience with Breakthrough Pain in Patients Treated with Intrathecal Drug Delivery Systems for Intractable Benign Pain

Ann Carr, Vincent Miele, Kenneth Price, Stephen Bloomfield

Wednesday, April 25

Breakfast Seminars

7:30-9:30 AM

304 Cerebral Neuromonitoring

Moderator: *Jeffrey R. Kirsch*

Panelists: *Gary K. Steinberg, Donald W. Marion, Jaime S. Ullman, Pirjo Manninen*

Thursday, April 26

Breakfast Seminars

7:30-9:30 AM

408 Pituitary Tumors: State-of-the-Art

Moderator: *Rudolph Fahlbusch*

Panelists: *Claudia Martin, Jules Hardy, Gail L. Rosseau, John Buatti, Kamal Thapar*

2001 Membership Dues Statement - Corporate Sponsorship and Donations

This is your invoice for 2001 WINS dues. Indicate on your checks that you are paying for 2001 dues.
Please return this form with your updated demographics. Additional contributions are welcome.

Name: _____

Business Address: _____

Phone: _____

Fax: _____

E-mail: _____

Home Address: _____

Phone: _____

Fax: _____

E-mail: _____

Preferred form of contact: _____

Members Dues Categories:

- One-year Membership \$50
- Five-year Membership \$250
- Ten-year Membership \$500
- Lifetime Membership \$1000
- Resident Membership \$0
- Friends of WINS (Non-Neurosurgeon) \$50

Corporate Donor Categories:

- Corporate Founding Member \$10,000
- Corporate Patron \$5000
- Corporate Benefactor \$2500

Members Donor Categories: (For contributions in addition to required dues)

- For Louise Eisenhardt Resident Travel Scholarship \$ _____
- Other: _____ \$ _____

Please make check payable to Women in Neurosurgery and remit to:
D. Roxanne Todor, MD
Secretary-Treasurer WINS
c/o American Association of Neurological Surgeons
5550 Meadowbrook Drive
Rolling Meadows, Illinois 60008

DUES MUST BE RECEIVED BY NOVEMBER 20, 2001

WINS Officers

President

Edie E. Zusman, MD
Phone: (916) 734-3658
Fax: (916) 452-2580
eezusman@ucdavis.edu

President-Elect

Sherry L. Apple, MD, MS
Phone: (304) 344-3551
Fax: (304) 344-9128
neuroapple@aol.com or
slapple@wvneuro.com

Secretary/Treasurer

D. Roxanne Todor, MD
Phone: (718) 270-4335
Fax: (718) 270-3922
todorr@pol.net

www.neurosurgerywins.org

Leadership Conference Set for San Diego

By Deborah Benzil, MD

The WINS Leadership and Strategic Planning Conference will be held 2-5 p.m. September 30, 2001, at the CNS Annual Meeting in San Diego, California. An optional extra skill session will begin at 11 a.m. and a working lunch will begin at 12:30 p.m.

The goals are to enhance leadership skills in participants, to identify leadership skills in all attendees and help foster future leaders and to generate goals and long-range planning for WINS to meet the needs of all women in neurosurgery over the next five to 10 years.

The faculty members are Janet Bickle, MD, Associate Vice President, Institutional Planning and Development, AAMC; Lois Nora, MD, Associate Dean, Academic Affairs and Administration, University of Kentucky; and Carol Aschenbrener, MD. Additional faculty will be announced.

The schedule is:

11 a.m.–12:30 p.m.—Conflict Management

12:30–2 p.m.—Lunch (optional), Working groups

2–2:30 p.m.—Introduction, Edie Zusman, MD, and Janet Bickle, MD, AAMC

2:30–3:15 p.m.—(Select one) Conflict Management, Career Promotion, Time Management and Organization

3:30–4:15 p.m.—(Select one) Conflict Management (continued), Career Promotion (in private) and Time Management

4:15–4:45 p.m.—Breakout planning

4:45–5:15 p.m.—Idea synthesis and conclusion

5:15–5:45 p.m.—Debriefing for conference leaders

Be sure to mark this on your calendar and make plans to attend. Residents are encouraged. We hope to see you there.