

Global Leadership in Healthcare

PROSPECTUS

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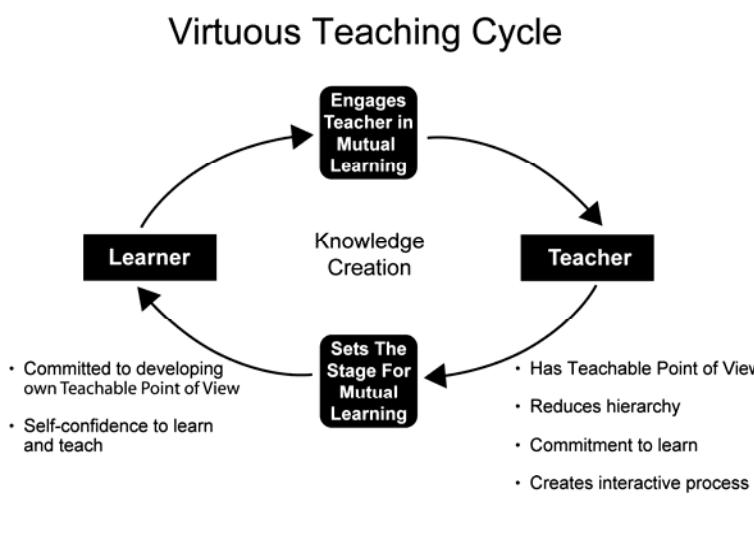
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Global Leadership in Healthcare

Program Highlights:

Global Leadership in Healthcare creates a dynamic laboratory to engage CEOs, participants and faculty in a process of knowledge creation. The core of the process is creating “virtuous teaching cycles,” in which faculty and leaders engage in the interactive process detailed in the book *The Cycle of Leadership: How Great Leaders Teach Their Organizations to Win* by Professor Noel Tichy, our faculty director (Harper Collins, 2002).



The program is built on an “action learning” platform with six CEO-sponsored teams working over a six-month span on real strategic projects framed and owned by the CEO. Those projects are supported by three offsite workshops and regular ongoing faculty coaching and on-site support at each participant healthcare organization. In addition to the projects, participants experience six-month concurrent streams of developmental learning in areas of:

- **Leadership** – such as personal and team development, executive interaction and networking.

- **Strategy** – emphasizing strategic change and transformation and external learning through benchmarking.
- **Business acumen** – including finance for healthcare, quality-six sigma and customer satisfaction issues.
- **Healthcare insights** – learning from inside and outside the field from practitioners and scholars and through best-practice benchmarking.

Impact and implementation of participant learnings takes place throughout the six months. Participants return after the first workshop having crafted a “Teachable Point of View,” a foundation element of ***Global Leadership in Healthcare*** and an excellent tool for taking learnings back to their own teams and organizations. They must commit to creating “virtuous teaching cycles” in their organizations – regularly sharing their experiences with teammates and other program participants, to proliferate best practices and create knowledge.

Projects engage not only team members, but also their CEOs and large numbers of colleagues in their organization. For example, in the healthcare program’s inaugural run in 2002, one 47-hospital group re-engineered its capital equipment purchasing process, thus engaging the CEOs of hospitals, their boards of directors, purchasing heads, the finance staff, and the medical staff in a massive change effort. In 2003, the massive Trinity Health System utilized GLHC to help integrate hard-soft elements in the launch of its electronic medical record system. In 2004, the University of Alabama Health System employed GLHC to launch a world-class, system-wide quality initiative across the organization.

The fundamental philosophy behind ***Global Leadership in Healthcare*** is that development occurs when learners and teachers are both outside their comfort zones -- engaged in tackling real issues, transferring learning interactively so that everyone is engaged in creating new knowledge. Participants’ significant personal growth is accomplished through a “compressed action learning” process, which puts teams and individuals under extreme pressure to solve real organizational problems within tight time constraints, while paradoxically providing participants with a supportive learning environment in which time is taken to develop new skills, behaviors, and concepts.

2002, 2003 and 2004 Healthcare Projects:

Teams participating in *Global Leadership in Healthcare* at the University of Michigan Ross School of Business and the projects they have undertaken are:

BAPTIST-MEMPHIS – Better integration of physicians in hospital / group decision-making on clinical and non-clinical issues, initially building and then piloting and refining valuable collaboration to inform and optimize such decisions and ultimately maximize the quality of patient care.

HENRY FORD HEALTH SYSTEM – Improve overall integration of a suburban allopathic and an osteopathic hospital through new, cutting-edge offsite Satellite Care Center, which extends service reach of institutions into area with growing care needs, while providing common “neutral site” in which physicians can work together.

MOSES CONE HEALTH SYSTEM – Develop and implement a system wide quality initiative built on six sigma quality concepts and analysis and detailed leader-driven Teachable Point of View workshops with all managers throughout the system.

UNIVERSITY OF ALABAMA HEALTH SYSTEM – Develop an integrated, system-wide methodology and approach to quality that can be utilized to provide systematic measurement, benchmarking, learning, education, quality improvement and patient satisfaction excellence.

OWENS & MINOR – Determine late-decade needs of organizations providing healthcare services and begin to work jointly with pilot institutions to learn and develop best practices while delivering such services today, in the process adapting O&M's organization to support such changes in product-delivery and other services.

ALLINA HEALTH SYSTEM – Utilize implementation of electronic medical record system as opportunity to fundamentally and revolutionarily change the manner in which health care is delivered in a patient-centric manner.

TRINITY-HEALTH – Determine and disseminate best practices in the adoption of an electronic clinical information system, with the emphasis on clinical adoption and effectiveness – and the learning of best practices to ensure same across different clinical specialties and physician demographics.

TRINITY-HEALTH – Develop capital equipment acquisition process that maximizes purchasing power of 47-hospital group while maintaining participation and selection choice among member hospitals, through creative usage of provider/manager teams and conserved resources.

UABHS – Better integration of captive health plan and primary care practice to accomplish necessary growth while maintaining financial success of both the plan and the practice, enhancing collaboration among leaders from both institutions en route to improving operating efficiencies.

Program Highlights:

- ***Global Leadership in Healthcare*** is a project-based, six-month action learning / action research initiative for six-participant teams from six healthcare organizations.
- CEO sponsorship and active involvement – with their participant team and program faculty -- is an essential element from the beginning to the end of the process.
- Healthcare teams address projects chosen for their strategic importance to the organization and viewed as having exceptional potential by the CEO.

- Teams begin their work and accelerate it in three workshops during the six-month period, when new concepts, feedback, coaching and benchmarking boost their knowledge, skills and progress.
- Participants experience personal and professional growth simultaneously on numerous dimensions during the six-month process, as they learn through the “compressed action learning” format.
- The ***Global Leadership in Healthcare*** faculty come from business and medical faculties of some of the world’s leading universities, including Columbia Business School, Mount Sinai Medical Center, New York University, INSEAD, and the University of Michigan.
- Practitioner-experts from GE Healthcare, Genentech, Standard & Poor’s, Owens & Minor share important insights with participants.
- Participants learn how to learn, through new approaches to external benchmarking to capture and share best practices.

Global Leadership in Healthcare is a program of the Global Business Partnership of the University of Michigan Ross School of Business. GBP is a decade-old center for action learning and action research within the Michigan Ross Business School, with an established record of success in creating better leaders.

Knowledge Creation: ***Global Leadership in Healthcare*** is an interactive knowledge-creation process, a learning method especially well-suited to high-level leaders. Global Leadership is where participants experience real issues working on their strategic projects, interpersonal dynamics, political vetoes or cultural roadblocks. For leaders whose level of cognitive engagement rises commensurate to the degree of challenges, this Global Leadership process is a proven producer of new knowledge and great value.

For decades, Professor Noel Tichy's work has emphasized knowledge-creation as the cornerstone for transformational initiatives, such as those that built teaching organizations at GE, Merck, Pfizer, Nokia, Hewlett-Packard, Best Buy, Royal Dutch / Shell, and Genentech. This process is well documented in Tichy's newest book, *The Cycle of Leadership*, which emphasizes that:

- Knowledge creation and organizational learning are greatest when leaders – up to and including the CEO – see themselves as teachers who share their points of view and see this process as an essential part of their leadership.
- The richness of such teaching interchanges – back and forth, in search of knowledge – breeds more teaching across the organization, producing a cycle of leadership.
- That learning, teaching and sharing maximizes an organization's knowledge-creation and better prepares leaders for higher-impact leadership roles in the future.

Participants in ***Global Leadership in Healthcare*** experience “compressed action learning,” where they work collaboratively on an organization team and learn from each other, as well as from faculty and industry specialists / experts and other teams while tackling real issues that have real impact on their organizations. The antithesis of an off-the-shelf traditional educational program, Global Leadership’s experience is dynamic, ambiguous, and uncertain – plagued with the same pitfalls participants face in their actual work. Against the backdrop of a six-month project of strategic significance to their organization, developed and closely monitored by their CEO, Global Leadership imposes a meaningful tension that moves participants out of their comfort zones, forces them to think and act in new ways, and allows them to learn.

The knowledge-creation that results provides value to the sponsoring organization, both from strategic project outcomes and from the enhanced leadership development of participants. As better leader-teachers, for instance, ***Global Leadership in Healthcare*** participants bring tools and methodologies for success to their institutions – such as a well-crafted

Teachable Point of View, or the use of GRPI in any group work, which forces participants to think through:

- The **Goals**.
- The **Roles** people will take.
- The team **Processes**.
- The **Interpersonal dynamics**.

As mentioned, the Global Leadership process moves everyone out of their typical comfort zones, which places a pressure to learn on everyone involved in the process. For instance:

- CEOs teach and learn -- by framing the projects their teams will tackle, teaching in the opening week of the program to share their perspective on the project's context, and by providing ongoing teaching and coaching to the team and learning from the team.
- Participants teach and learn – as students of and teachers to their organization teammates, other organization teams, faculty and industry specialist / experts, benchmarking hosts, and even the CEOs, directors and other executives of their own organizations.
- Faculty coach and learn from participants as they pursue their knowledge-creation journey, persistently raising the bar and challenging participants to maximize their learning. For faculty, this presents a certain vulnerability – there are no canned answers, no opportunities for an all-knowing performance -- as well as a thirst for true knowledge-creation and the building of virtuous teaching cycles to give velocity to that knowledge.

Global Leadership in Healthcare pushes the boundaries of traditional learning through its knowledge-creation, action research, and action learning process, which naturally generates valuable best-practice learning for participating organizations, individually and collectively.

Program Details:

The Global Leadership in Healthcare Process: Participants experience continued and simultaneous growth on numerous horizontal planes throughout the six months of *Global Leadership in Healthcare*, as is reflected on the fold-out page that follows. Global Leadership is a three-workshop series over six months for teams – ideally of five to seven members each – from the same large healthcare organization. Six such teams comprise a typical program. The first workshop lasts five days – the next planned to begin February 14, 2005 -- at the University of Michigan Ross School of Business' Executive Education Center in Ann Arbor, Michigan.

Week One: The first week's concentration is on launching the teams, beginning strategic project work, and building new skills for each individual leader. Participants are exposed to innovative concepts in leadership, organizational change, strategic challenges, customers / patients, partnering, and value creation across the healthcare value chain. A variety of perspectives are shared from expert academics and practitioners. Participants also examine individual interactions within their newly formed teams -- and the team processes by which project tasks will be accomplished. As a component of that analysis, teams spend a half-day engaged in group activities, so that team behavior can be practiced and new learning immediately applied. Team activity culminates during the first session with the definition of a mission, vision, and goals for each project team. On a personal level, individuals consider the ideas, values, emotional energy, and edge with which they approach their healthcare leadership role. Individuals work to define their “Teachable Point of View,” which they may then use to lead, motivate, and teach others – about their work and their project.

Back at the Office: Following the first *Global Leadership in Healthcare* workshop, teams return to their regular jobs while simultaneously working on their strategic projects. Participants are faced with the challenge of juggling multiple assignments, delegating work more effectively in their part of the organization, working collaboratively with peers, and communicating better with each other with the aid of electronic media. Toward that end, the

discovery and use of Internet 2 may become an important new tool – introduced along with better-known ones such as benchmarking and six sigma.

Middle Workshop: A mid-course, three-day workshop – currently planned about eight weeks after the first session, April 12-14, 2005, to provide teams with feedback on their project work, and individual members with feedback and coaching on their personal leadership skills and behaviors, at the GE Healthcare Institute in Waukesha, Wisconsin. Best practices are also shared during this middle workshop and teams receive coaching support to better enable them to move forward with their strategic projects. Both benchmarking with video cameras and six sigma receive greater attention while participants have the special opportunity to benchmark our GE partners at their Healthcare Institute. Teams learn and practice benchmarking by shooting videotape footage, which they later use to teach their new learnings to other program participants – one of several benchmarking initiatives that each team will experience during the program – *and the beginning of a process they will be required to use continually in the program.* Also, feedback and coaching on initial six sigma analyses within their institutions provide important ideas to maintain their project trajectory.

Final Preparations: The final months before the third and final workshop – August 8-10, 2005 -- back at the University of Michigan – are a frenetic effort by each team to complete their recommendations while lobbying for the needed commitment among the senior management of their own organizations. Part of this period will require participants to commit full-time attention to the project – and their sponsoring CEOs also to commit substantial time. Teams become increasingly task-focused and must work to avoid burying team conflict and to continue individual learning. Communication among the different ***Global Leadership in Healthcare*** teams also increases, deepening the personal networks formed throughout the entire program.

The Bottom Line: ***Global Leadership in Healthcare*** is an intense, cross-functional developmental experience. Learning happens by doing. The

pressures resulting from attempting to fulfill daily business responsibilities while concurrently resolving a key strategic challenge for the organization are immense. Individuals and teams are pushed beyond their perceived limits to achieve breakthroughs in learning and performance. Once accomplished, this capability distinguishes participants in their ability and comfort with tackling such ambiguities and challenging leadership issues in their everyday activities.

FACULTY VITAE:

NOEL M. TICHY, Ph.D., Faculty Director -- Dr. Tichy is professor of Organizational and Management at the University of Michigan Business School, where he is the director of the Global Leadership Program. The Global Leadership Program is a 36-company consortium of Japanese, European and North American companies who are partnered to develop senior executives and conduct action research on a global basis. He also directs the Global Business Partnership which links global companies and research centers in North America, Japan and Europe. Between 1985-87, Dr. Tichy was Manager of Management Education for General Electric where he directed its worldwide development efforts at Crotonville. Prior to joining the Michigan faculty he served for nine years on the Columbia University Business School faculty. Professor Tichy is the author of numerous books and articles, including *Every Business Is A Growth Business* (with Ram Charan), published October 1998 (Random House) and *The Leadership Engine: How Winning Companies Build Leaders at Every Level* (with Eli Cohen), named one of the top 10 business books in 1997 by Business Week. Tichy is also coauthor of *Control Your Destiny or Someone Else Will: How Jack Welch is Making General Electric the World's Most Competitive Company* (with Stratford Sherman). His most recent book is *The Cycle of Leadership* (2002, Harper-Collins). He consults widely in both the private and public sectors, with clients that have included ATT, Mercedes-Benz, BellSouth, CIBA-GEIGY, Chase Manhattan Bank, Citibank, Exxon, General Motors, Honeywell, Hitachi, Imperial Chemical, IBM, NEC, Northern Telecom, Nomura Securities and 3M.

ANDREW R. MCGILL, Ph.D., Associate Director-Core Faculty – Dr. McGill has a boundary- spanning background as an educator, researcher, consultant, writer, journalist and executive-manager at the University of Michigan Business School, where he has served since 1993 as a professor and director of the Global Business Partnership. He created the courses Developing the Customer-Driven Organization and Human Resources as a Competitive Advantage in the school's MBA program, is a core faculty member of the school's executive Global Leadership Program, and directs the operations and research activities of a unique affiliation among the Michigan Business School and

research universities in Europe and Asia. Dr. McGill's research interests have focused on the cognitive aspects of organizational change and on organizations becoming more customer-driven. He was instrumental in the launch of Nissan's luxury Infiniti Division and in the development/operation of its customer satisfaction-based systems. Among other firms he has consulted to are Ameritech, Blue Cross and Blue Shield, Daewoo, Ford, General Motors, Harley-Davison, HarperCollins, Mercedes Benz, Mitsubishi, Royal Bank of Canada, Toshiba, and The Saudi Arabian Monetary Authority. He is co-author with William H. Newman and E. Kirby Warren of the business textbook *The Process of Management: Strategy, Action, Results*, published by Prentice-Hall, and co-editor with Noel M. Tichy and Lynda St. Clair of *Corporate Global Citizenship: Doing Business in the Public Eye*, published in 1997 by The New Lexington Press and *The Ethical Challenge: How to Lead with Unyielding Integrity* (with Noel M. Tichy) (2003). Before joining the Michigan Business School, Dr. McGill was Group Vice-President of Sandy Corporation, the consulting-education firm, editor-in-chief of the leading trade publication *Automotive News*, and held editorships at *The Detroit News*, *The Miami Herald* and *United Press International*.

TERRY R. GORDON, M.D., M.B.A. – Core Faculty - Dr. Gordon is a practicing physician licensed in Michigan and North Carolina, formerly section head of internal medicine at Henry Ford Hospital in Detroit and medical director in the Michigan market for Aetna U.S. Healthcare. Terry has bridged the worlds of clinical practice and business activities for more than a decade, as an innovator in bringing optimizing organizational techniques to the world of healthcare. Dr. Gordon was on the faculty at Henry Ford Hospital, 1985-1994, where he developed “provider clusters” to better serve patients, after serving as associate director of the Orlando (Florida) Health Care Group (1984-1985). He completed his internal medicine residency at Mayo Graduate School of Medicine and the University of Michigan Medical Center, after earning his M.D. degree from the University of North Carolina in 1981. He previously completed his M.B.A. at the Indiana University Graduate School of Business (1971) and received his undergraduate education at North Carolina A&T State University. He also served in the United States Air Force (1971-1976), achieving the rank of captain.

THOMAS W. MOLONEY, M.B.A., M.H.P., M.S. – Core Faculty – Tom Moloney is managing partner of Futures Inc., a consulting group specializing in strategic change management, who has worked on large-scale transformations at Bank of America, Ford Motor Co., Motorola, and Royal Dutch Shell, among others. He has recently worked with the California Wellness Foundation, the Commonwealth Fund, the Michael Reese Health Trust, the Mt. Sinai Health Care Foundation, and the Robert Wood Johnson Foundation. Mr. Moloney formerly served as director of Public Policy and Health Care Programs for the Institute for the Future in Menlo Park, California. He was senior vice president of the Commonwealth Fund, responsible for health care program design and development, and was previously assistant vice president of the Robert Wood Johnson

Foundation, visiting lecturer on medical care economics at Princeton University, and a senior manager at New York Hospital-Cornell Medical School. Mr. Moloney was founding chair of Grantmakers in Health, a national association of foundation program officers investing in health care. He has served on leadership boards on behalf of the University of Michigan, Johns Hopkins University, the Foundation for Health Services Research, the New England Medical Center, the University of California, and the General Accounting Office. He has been an adjunct faculty member at the University of California, San Francisco, and Columbia University. He is a fellow of the American Association for the Advancement of Science and a member of the Institute of Medicine and the New York Academy of Medicine. He is an alumnus of Colgate University and holds graduate degrees from Columbia University in business, public health and counseling psychology.

ANDREW HAIG, M.D., Core Faculty – Dr. Haig is Co-director of the Back and Spine Center at the University of Michigan Medical Center, where he serves as Joint Associate Professor of Physical Medicine and Rehabilitation and Surgery. Dr. Haig graduated from the Medical College of Wisconsin in 1983 and completed his specialty training at Northwestern University's Rehabilitation Institute of Chicago. He has been on the faculty of the University of Vermont and was Medical Director at the Center for Rehabilitation Services in Neenah, WI. His areas of specialty include chronic work disability, electromyography testing of back muscles and injuries to aquatic athletes. He is on the editorial boards of two major journals in the field of rehabilitation, directs major federal research grants and has been awarded the Rosenthal Lectureship, the highest award for non-surgical back pain physicians in the country. He is a former swimming, diving and water polo coach, and continues to train in swimming.

NORMAN J. BEAUCHAMP JR., M.D., M.P.H., Expert-Specialist Faculty -- Dr. Beauchamp is chairman of the department of radiology at the University of Washington and formerly vice chairman and director of clinical operations for radiology at Johns Hopkins. He is also a Professor with his clinical focus in diagnostic and interventional neuroradiology. His training in Radiology, Neuroradiology and Interventional Neuroradiology were all completed at Johns Hopkins. Dr. Beauchamp also earned a Masters in Health Science at the Johns Hopkins School of Public Health. His medical and undergraduate training were completed at Michigan State University. Dr. Beauchamp's research is in the diagnosis and treatment of strokes, with a goal of increasing the proportion of individuals who can benefit from intervention based on the optimal application of advanced imaging techniques, through which they have extended the post-event treatment window from three hours to days. In this area of research, he has over 100 publications and scientific presentations.

MARTIN ARRICH, M.B.A, M.P.H., Expert-Specialist Faculty – Mr. Arrick is a Director in Corporate and Government Ratings at Standard & Poor's and is the sector leader and manager of the not-for-profit healthcare group. Mr. Arrich joined Standard & Poor's in 1990 and has over 20 years of experience in the health care field. He is actively involved in all aspects of Standard & Poor's health care practice. from criteria development to chairing many health care committees. Martin is also active in Standard & Poor's long-term care practice. He is the primary analyst for a number of large national and regional health systems such as Partners HealthCare System, Cleveland Clinic Foundation and Ascension Health. Martin is also the senior analyst on a number of public and privatized hospital systems such as New York City's Health and Hospital Corp. In addition, he has authored or co-authored numerous publications and special reports on the sector and chairs many international healthcare units as well. Prior to joining Standard & Poor's in 1990, Martin was a healthcare analyst in the New York State Comptroller's Office for six years. He has also held administrative positions with a Brooklyn, N.Y. hospital, a health maintenance organization and the New York City Department of Health. Martin holds a Masters in Business Administration and a Masters in Public Health from Columbia University and a B.A. from Case Western Reserve University.

JO IVEY BOUFFORD, M.D., Expert-Specialist Faculty – Dr. Boufford served as Dean of the Robert F. Wagner Graduate School of Public Service at New York University from 1997 to 2002 and continues as Professor of Health Policy and Public Service at the Wagner School and Clinical Professor of Pediatrics at New York University Medical School and currently is senior adviser to the Gates Foundation on its worldwide healthcare initiatives. Prior to joining NYU, Dr. Boufford served as Principal Deputy Assistant Secretary for Health in the U.S. Department of Health and Human Services from November 1993 to January 1997, and as Acting Assistant Secretary from January 1997 to May 1997. While at HHS, she also served as the U.S. representative on the Executive Board of the World Health Organization (WHO). From May 1991 to September 1993, Dr. Boufford was Director of the King's Fund College, London England. Dr. Boufford served as President of the New York City Health and Hospitals Corporation (HHC), the largest municipal hospital system in the United States, from December 1985 until October 1989. She was elected to membership in the Institute of Medicine in 1992. She received her B.A. (Psychology) magna cum laude from the University of Michigan, and her M.D., with distinction, from the University of Michigan Medical School, and is Board Certified in pediatrics.

RAM CHARAN, Ph.D., Expert-Specialist Faculty – Dr. Charan works with global business leaders on strategy development and implementation, with an expertise in helping leaders turn visions into reality and formulating organizational approaches that generate people's energy while producing bottom-line results. He is an executive education adviser to numerous corporations, including ATT, American Express,

Armstrong World Industries, Coca-Cola, GE, GTE, Hershey Foods, Kraft General Foods and Sherwin Williams.

MARK R. CHASSIN, M.D., M.P.P., M.P.H. – Expert-Specialist Faculty – Dr. Chassin is Professor and Chairman of the Department of Health Policy at the Mount Sinai School of Medicine in New York City. He is also Senior Vice President for Clinical Quality at the Mount Sinai-NYU Medical Center and Health System. Before coming to Mount Sinai, Dr. Chassin served as Commissioner of the New York State Department of Health. He is a board-certified internist and practiced emergency medicine for 12 years. He is a member of the Institute of Medicine of the National Academy of Sciences and co-chaired its National Roundtable on Health Care Quality and a member of the Board of Directors of the National Committee for Quality Assurance and the Association for Health Services Research. Dr. Chassin's research focuses on developing measures of the quality of health care, quality measurement and improvement to health policy. He received his undergraduate and medical degrees from Harvard University and a master's degree in public policy from the Kennedy School of Government at Harvard. He received a master's degree in public health from the University of California at Los Angeles. Dr. Chassin has also served as a senior project director at the RAND Corporation, where he led several major health services research studies; Senior Vice President and Co-Founder of Value Health Sciences, a private sector firm that developed software and systems for quality assessment and utilization review; and Deputy Director and Medical Director of the Office of Professional Standards Review Organizations of the Health Care Financing Administration.

CLAES FORNELL, Ph.D., Expert-Specialist Faculty – Dr. Fornell is the Donald T. Cook Professor of Business Administration and the Director of the National Quality Research Center (NQRC) at the University of Michigan Business School. He has also been on the faculty of Northwestern University and Duke University. Born and raised in Sweden, he received a Doctor of Economics in 1976 from the University of Lund, Sweden. As a doctoral student, he was also a Fulbright Fellow at the University of California, Berkeley. In 1987 he was a visiting professor at INSEAD, France and at the Stockholm School of Economics, Sweden. Professor Fornell is one of the world's leading experts on Customer Satisfaction Measurement and Customer Asset Management. He is responsible for the American Customer Satisfaction Index (ACSI), a national indicator of the economy, and for similar indices in Europe and Asia. He has also developed a system that makes it possible to for a firm to identify those specific aspects of quality that have the largest impact on customer satisfaction and economic returns. Professor Fornell is the chairman of CFI Group, Inc., a firm that develops and implements this system for individual firms. CFI Group has offices in Ann Arbor, Stockholm, Zurich, Madrid, Paris, Melbourne, Milan, Porto Alegre, London, Christchurch, Buenos Aires, and Kuala Lumpur with leading firms around the world as its clients. Professor Fornell has written

more than 60 published articles and several books. He has served on the editorial board of all the major academic journals in his fields.

JOE HOGAN, MBA, Expert-Specialist Faculty – Mr. Hogan is President and CEO of GE Healthcarer, an \$8 billion global leader in medical diagnostic technology and information systems and has served in top leadership positions at GEMS since 2000. Previously, he was President and CEO of GE Fanuc Automation North America, a global supplier of industrial controls systems, a joint venture between GE and FANUC of Japan. Joe began his career at GE in 1985, advancing through a series of leadership roles in sales, marketing and product development at GE Plastics. He earned a B.S. degree in Business Administration from Geneva College and an MBA from Robert Morris University.

ALLEN S. LICHTER, M.D. - Expert-Specialist Faculty – Dr. Licher has served as dean of the University of Michigan Medical School since May 1999, after serving as interim dean for six months. Dr. Licher previously served as Chair of the Department of Radiation Oncology at the UM Medical School from 1984 to 1997 and was Director of the Breast Oncology Program at the University of Michigan Comprehensive Cancer Center until 1991. Prior to 1984, he was the Director of the Radiation Therapy Section of the National Cancer Institute's Radiation Oncology Branch. Dr. Licher received his B.S. from the University of Michigan in 1968 and his M.D. from the University of Michigan Medical School in 1972. He did his internship at St. Joseph Hospital in Denver and completed his residency in Radiation Oncology at the University of California in San Francisco in 1976. Dr. Licher is internationally known for his research in the treatment of breast cancer. While at the NCI, he was an early advocate of the lumpectomy approach to the treatment of breast cancer and conducted one of the trials that found the use of the lumpectomy and radiation therapy to be as effective as the traditional treatment of mastectomy. This work, along with other trials conducted in the U.S. and Europe, led to a revolution in modern breast cancer treatment standards, emphasizing breast preservation. Dr. Licher is an acknowledged expert in the area of breast cancer, having written numerous scientific papers on the subject. In addition, under Dr. Licher's leadership, the University of Michigan created the system of three-dimensional treatment planning and dose distribution, using stacked X-ray sliced images of organs or sections of the body to recreate the patient's anatomy on the computer. This breakthrough in treatment allows doctors to direct radiation to the tumor more precisely, thus sparing healthy tissue as much as possible. This pioneering work helped redefine the technical delivery of radiation therapy and is now used widely. Dr. Licher is the past president of the American Society of Clinical Oncology, the largest and most active group for oncology membership in the world. Dr. Licher is only the second radiation oncologist to be elected to this prestigious position. He is also on the Board of Directors of the American Society of Therapeutic Radiology and Oncology. Dr. Licher also serves as one of the six associate editors on the editorial board of the Journal of Clinical

Oncology, the world's leading cancer journal. He has served on the editorial board of the Journal of the National Cancer Institute and the International Journal of Radiation Oncology, and has been an editor of two books on breast cancer. He is also co-editor of the textbook Clinical Oncology which was first published in 1995 and had its second edition released in late 1999.

MYRTLE POTTER, B.A., Expert-Specialist Faculty – Ms. Potter is Executive Vice President - Commercial Operations and Chief Operating Officer of Genentech and a member of its Executive Committee. She leads Genentech's commercial operations, including Sales, Marketing, Managed Care, Business Development, Commercial Development, and Decision Support and Commercial Innovation functions, and co-chairs Genentech's Product Portfolio Committee, charged with providing strategic oversight of the Genentech's drug development program. Prior to joining Genentech, she was president of Bristol-Myers Squibb's U.S. Cardiovascular / Metabolics 3,000+-person, multi-billion dollar business. Prior to her three years at BMS, Ms. Potter spent 14 years at Merck in a variety of sales, marketing and business planning roles. Her numerous honors include the Healthcare Business Women's Association's "2000 Woman of the Year" award. In 2002, she was named to the Board of Directors of the California Healthcare Institute. Potter holds a Bachelor of Arts degree from the University of Chicago.

LARRY SELDEN, Ph.D., Expert-Specialist Faculty – Professor Selden us professor emeritus of finance and economics at the Columbia University Graduate school of Business, where he teaches debt markets, and a prominent teacher to executives, lecturing on shareholder value creation for business groups around the world. A recipient of grants from the National Science Foundation and the Center for Operations Research and Econometrics, he has analyzed models of portfolio allocation and preference determination. His current research focuses on linking sales and marketing efforts to customer value and a corporation's share price. Dr. Selden received his Ph.D. from the Wharton School at the University of Pennsylvania in 1976, where he previously earned his M.B.A. Dr. Selden received his undergraduate training at Washington University, where he earned a B.A. in 1964. He has consulted to ATT, Anheuser-Busch, Bank of New York, Barclays, Citibank, GE, J.P. Morgan, Merck, PepsiCo, Philip Morris, Salomon Brothers and several privately owned firms.

CRAIG SMITH, B.A., Expert-Specialist Faculty – Mr. Smith has been President of Owens & Minor for two years, after being named Executive Vice President and Chief Operating Officer in 1995. Since joining O & M in 1989, Mr. Smith rose through the company, serving as a division vice president, group vice president, senior vice president of distribution and information systems prior to becoming COO. He is a graduate of the University of Southern California.

MARK VAN KOOY, M.D., Expert-Specialist Faculty – Dr. Van Kooy is the first physician in America to be certified as a “black belt” in six sigma, the rigorous quality measurement and assurance method, which he employs to improve performance in healthcare organizations. Dr. Van Kooy is Board Certified in Family Practice medicine and practices at the Virtua Family Medicine Center in Lumberton, New Jersey. His practice and research interests include geriatrics and pediatrics. Dr. Van Kooy received his M.D. degree from the New Jersey Medical School.

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