<table>
<thead>
<tr>
<th>Program Title</th>
<th>Key objectives</th>
<th>When?</th>
<th>How long?</th>
<th>Clinicians</th>
<th>EHS Professionals</th>
<th>Academics</th>
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<th>Administrators</th>
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</table>
| Emerging Women Executives in Health Care                                     | • Acquire the knowledge needed to create an institutional vision and a supporting, achievable strategic plan  
• Develop a deeper awareness of personal leadership and management styles in order to better manage conflict and engage in productive difficult conversations  
• Enhance your capacity to lead sustainable change                                                                                           | June        | 4 days    |             |                   |           |            |              |
| Health Care Project Management                                               | • Gain experience with the steps involved in the project management process and adapt the stages to address the nuances within a variety of health care settings  
• Use case study exploration to evaluate how project management techniques can be leveraged as process improvement tools                                          | July        | 3 days    |             |                   |           |            |              |
| The International Leadership Development Program for Physicians               | • Apply broad strategic knowledge of the health care system in which you work to plan and implement changes in health care delivery at the organizational and unit level  
• Demonstrate insight into the external challenges and changes occurring in health care systems worldwide, as well as options for effective responses | March–April | 9 days    |             |                   |           |            |              |
| Leadership Development for Physicians in Academic Health Centers             | • Gain increased understanding of the responsibilities and tasks of leaders in complex institutions  
• Develop broader appreciation of the challenges and changes occurring in academic medical centers and the implications for your own institution  
• Explore relevant concepts and techniques in several key management disciplines                                                        | October & November | 11 days |             |                   |           |            |              |
| Leadership Strategies for Evolving Health Care Executives                    | • Leverage the skills and processes necessary to transform and lead groups into productive, high-performing teams  
• Explore current issues surrounding organizational changes, learn systematic methods for identifying target constituencies, and apply approaches to maximize positive acceptance  
• Utilize the necessary tools for a firm grasp of your organization’s financial structure to effectively bring your vision to reality | April & October | 5 days    |             |                   |           |            |              |
| Leading in Health Systems                                                    | • Effectively lead and motivate the full range of stakeholders in your health care system  
• Increase your leadership impact by extending influence beyond your authority  
• Improve personal and organizational ability to negotiate, resolve conflict, and solve complex problems                                  | June        | 2.5 days  |             |                   |           |            |              |
| Management and Leadership Skills for Environmental Health and Safety Professionals | • Develop clear objectives, goals, strategies, and measures for integrating health, safety, and the environment into the culture of your organization  
• Create specific methods for pitching occupational health, safety, and the environmental initiatives to organizational decision-makers  
• Employ listening skills to develop more effective negotiation and conflict-resolution techniques                                | March       | 4 days    |             |                   |           |            |              |
| Program for Chairs of Clinical Services                                      | Gain increased understanding of the responsibilities and tasks as leaders of clinical departments  
• Develop broader appreciation of and insight into the external challenges facing, and changes occurring, in academic medical centers  
• Learn new methods to analyze problems and an enhanced capacity to identify the critical questions                                            | January–February | 11 days |             |                   |           |            |              |
| Women on Boards                                                               | • Grasp the essential differences among boards of corporate, nonprofit, and public-sector organizations  
• Leam the essential responsibilities of effective board membership and leadership, based on the maturity and size of the company and its products or services  
• Connect to and learn from women who have achieved demonstrable success as board members                                               | March       | 2 days    |             |                   |           |            |              |

All dates are subject to change.