

Academic health centers across the country face significant challenges and opportunities in all of their mission areas. The pressures to succeed are pushing academic health center leaders and their leadership teams to explore new organizational structures, redesign strategic plans, and examine new ways of doing business.

In response to these needs, the Leadership Institute of the Association of Academic Health Centers was created in 2006 to assist leaders of academic health centers in developing and executing strategies designed to help their institutions perform at the highest levels possible.

The AAHC, through a collaborative effort with the Vanderbilt Center for Better Health at Vanderbilt University, convenes workshops specifically targeted for senior academic health center teams on topics that leaders have reported as priority areas. These team-based workshops, featuring an accelerated learning and action environment, allow participants to work with both their own team and teams from other institutions to explore opportunities and ideas, design strategies, and ultimately develop concrete action plans to implement at their home institution. In response to demand, this year's offerings include a newly designed workshop for individual senior leaders.

2007-2008 Academic Year Team Offerings

1. **Growing and Enhancing the Research Enterprise**
October 30-31, 2007
2. **Growing and Improving the Clinical Enterprise in Academic Health Centers**
February 6-7, 2008
3. **Enhancing Results from Philanthropy and Development**
June 18-19, 2008

NEW THIS YEAR:
WORKSHOP FOR INDIVIDUAL
SENIOR LEADERS

**Critical Leadership
Skills for Academic
Health Center Senior
Leaders**

December 3-4, 2007

Cost and Registration

TEAM-BASED WORKSHOPS: The registration fee for each of the Team-Based workshops is \$13,750 per institution and participation is limited to AAHC member institutions. This fee permits an institution to send up to eight senior leaders to the workshop.

To register a team of participants from your institution for any of the Workshops, please call or email Audra Franks at the AAHC at (202) 265-9600 or afranks@aahcdc.org.

INDIVIDUAL WORKSHOP: The registration fee for the Individual-Based workshop in December is \$1,499. To register for that workshop, please call or email Audra Franks at the AAHC at (202) 265-9600 or afranks@aahcdc.org. Please note that a minimum level of participation will be required to hold this event.

“This experience was the best external workshop I’ve ever attended. What we accomplished in two days here would have taken six months at home.”

John Fernandes, President,
OSU Center for Health Sciences

Strengthen. Advocate. Lead



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2007-2008 WORKSHOP OFFERINGS



Association of Academic Health Centers

Leadership Institute



The Vanderbilt Center
for Better Health

General Overview of the Workshop Format

The workshops offered by the AAHC Leadership Institute are unlike most educational events or traditional workshops. Working in an accelerated learning and action environment, participants apply new information as it is generated over the two day period to specific plans for their own institution. This work speeds critical thinking about the content, and results in a product to take home to initiate action on what has been learned.

The workshops utilize the methodologies and tools of the Vanderbilt Center for Better Health (VCBH), an entity that has teamed with the Association of Academic Health Centers to develop and offer active learning programs focused on leaders of academic health centers. The sessions utilize individual, team and large-group modes as participants are guided by the VCBH staff. Facilitators guide teams of senior leaders from different institutions as they work together to explore and share information and ideas, to develop strategies to implement at their institution, to make decisions where possible, and to develop concrete plans. This work speeds critical thinking, resulting in a take-home product that enables participants to initiate action immediately on their return to their home institution.

Team Workshop Descriptions

Workshop 1: October 30-31, 2007

Growing and Enhancing the Research Enterprise

This workshop focuses on key areas related to the research enterprise of academic health centers. Topics include:

- Setting stretch goals for the research enterprise
- Aligning investment in research with expected results
- Trans-institutional research opportunities
- Inter-institutional collaborations in research
- Recruiting, rewarding and retaining top research talent
- Core facilities and capabilities to support the research enterprise
- Effectively dealing with regulatory and compliance issues

To hear participants from the inaugural year offerings talk about their experience at the workshop go to www.aahcdc.org/leadershipinstitute.

Workshop 2: February 6-7, 2008

Growing and Improving the Clinical Enterprise in Academic Health Centers

This workshop focuses on strategies and models for growing the clinical enterprise of an academic health center as well as effectively managing clinical operations. Topics include:

- Enhancing throughput and productivity of clinical operations
- Aligning hospital, health system, and physician interests
- Clinical information technology – getting the return on investment
- Innovative delivery models
- Strategies for marketing to today's health consumers

Workshop 3: June 18-19, 2008

Enhancing Results From Philanthropy and Development

This workshop focuses on strategies and tactics for improving the effectiveness of philanthropy and development efforts. Topics include:

- Developing goals and strategies
- Best practices and organizational models
- Effectively engaging faculty and staff in development efforts
- Leveraging the research, educational and clinical missions to enhance results from development
- Measuring success

NEW THIS YEAR:

Workshop for Individual Senior Leaders

December 3-4, 2007

Critical Leadership Skills for Academic Health Center Senior Leaders

In response to several requests, this individual attendance workshop is designed to increase the ability of senior leaders in academic health centers to effectively lead and manage in ways that produce performance and results. Topics include:

- Elements and characteristics of successful leadership
- Leading through the creation of a vision and the effective development of strategies and goals
- Management challenges of large academically-oriented enterprises
- Overcoming these challenges and the barriers to effective execution
- Delegation versus hands-on approaches
- Managing people and programs: measurement and incentives
- Creating visibility and transparency among institutional leaders

Location and Logistics

All AAHC Leadership Institute offerings are held at the Vanderbilt Center for Better Health's Innovation Center in Nashville, Tennessee. The Center is uniquely designed to support accelerated learning and action events such as these workshops, with state-of-the-art technology and furnishings to support participants as they work.

Each workshop is two days, scheduled to begin at 8:00 am on Day 1 and conclude at 3:00 pm on Day 2.

A block of rooms at a nearby hotel, approximately one-half mile from the VCBH Innovation Center, is reserved for each of the workshops.

Complimentary shuttles to transport workshop participants from the hotel to the VCBH Innovation Center are provided.

Participant Teams

The Team-Based workshops are uniquely designed for teams of senior leaders from academic health centers. To fully benefit from the workshop experience, institutions should send teams of five to eight senior leaders so that ideas and opportunities can be evaluated, decisions made, and realistic action plans developed.

Senior Leaders in different roles are recommended for the different workshops offered throughout the year. The chart below shows the recommendations for each of the team sessions that will be offered in the 2007-2008 academic year:

Institution Roles	Workshop 1 October 2007 Research Enterprise	Workshop 2 February 2008 Quality Enterprise	Workshop 3 June 2008 Philanthropy and Development
CEO/Deputy CEO/Strategy (Chief Executive or Deputy)	●	●	●
CFO	●	●	●
Enterprise Development/M&A	●		●
Development/Philanthropy	●	●	●
Deans (Education Enterprise Leaders)	●	●	●
Research Enterprise Leader	●	●	●
Clinical Enterprise Leaders		●	
Key Clinical Leaders (CMO, CNO, etc.)	●	●	
Key Scientific Leaders	●	●	
Quality Improvement & Health Services Research Leaders	●	●	
CIO	●	●	●
Space and Facility	●		●

● Strongly Suggested ● Recommended