



Northwestern
Kellogg
School of Management

SOCIETY OF UNIVERSITY SURGEONS

LEADERSHIP AGILITY PROGRAM

September 20-23, 2022

Kellogg School of Management, Northwestern University, Evanston, IL

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GENERAL INFORMATION

PROGRAM OVERVIEW

The SUS Leadership Agility Program, designed in collaboration with Kellogg School of Management, equips leaders to advance their careers in academic medicine amidst an ever-changing landscape. The program leverages Kellogg's strength in meeting the unique design requirements of the healthcare sector through faculty and practitioners who have instructed thousands of healthcare professionals on their leadership journey. This program is rooted in theory-driven knowledge and concrete strategies that allow participants to put new ideas into action.

WHO SHOULD ATTEND/TARGET AUDIENCE

Aspiring Surgical Leaders, Division Chiefs, Center Leaders, Hospital and Medical School Leaders

VENUE

The course will take place at the James L. Allen Center, which is located on Northwestern University's Evanston, Illinois campus on the western shores of Lake Michigan. The Allen Center is designed to facilitate peer learning and informal interactions among faculty and participants. It is completely self-contained with classrooms of all shapes and sizes, fully equipped study-group rooms, bedrooms, dining rooms, lounge areas, snack rooms, laundry service and an exercise room. All 150 bedrooms are equipped with Internet connections and voice mail. During your stay, you will enjoy a private bedroom and bathroom with views of Northwestern University's campus or the lakefront and your commute to the Course each morning is only a brief elevator ride or quick walk downstairs from your room. The Evanston Campus is about a 30-minute drive from Chicago's O'Hare International Airport, with taxis readily available going both to and from the airport to the Allen Center.



REGISTRATION INFORMATION

What is Included

- Private lodging at the Allen Center for the evenings of September 20, 21, and 22, 2022
- All meals (Breakfast, Lunch, Dinner) for the duration of the course beginning with Lunch on September 20 and concluding with Lunch on September 23
- Tuition
- Course materials and conference accessories

This course is limited to 40 participants and guests are not permitted. Travel to and from the Allen Center for the course is the responsibility of the registrant.

Registration Fees

Early Bird Registration (by June 24, 2022):

- \$5,600 for SUS Members
- \$6,100 for Non Members

After June 24, 2022:

- \$5,900 for SUS Members
- \$6,400 for Non Members

Additional fee if arriving to the Allen Center on September 19, 2022:

- \$170 (includes lodging on the night of September 19 and meals at the Allen Center)

To register for this program, go to <https://cvent.me/GMA5PV>.

Leadership Agility Program Participants will be required to comply with the Kellogg Executive Education's COVID-19 Safety Plans. Visit www.kellogg.northwestern.edu/executive-education/coronavirus-response.aspx for the most up-to-date information.

CANCELLATION & REFUND POLICY

If a registrant is unable to attend, their registration may be transferred to another registrant of the same category. Transfer requests must be submitted in writing to info@susweb.org. If a registrant is unable to transfer their spot in the course by August 20, 2022, a refund will be issued, less a \$500 cancellation fee. Registration cancellation requests must be made in writing and received by August 20, 2022 to info@susweb.org. No refunds will be issued for cancellations received after August 20, 2022. "No Shows" are subject to the full course fee.

For more information about this program, visit the SUS website at www.susweb.org or email info@susweb.org.



Program sessions and faculty are subject to change.

TUESDAY, SEPTEMBER 20

11:15 am – 12:00 pm	*OPTIONAL* Lunch
12:00 pm – 12:15 pm	Program Welcome – <i>Diana Cordova, Clinical Professor of Executive Education, Kellogg School of Management, and Rebekah White, MD, SUS President</i>
12:15 pm – 3:30 pm	Leading in Volatile, Uncertain, Complex and Ambiguous (VUCA) Environments – <i>Bernard Banks, PhD</i> (Break from 1:30-1:45 pm)
3:30 pm – 5:00 pm	Human-Centered Healthcare – <i>David Schonthal, MBA</i>
5:15 pm – 6:30 pm	Reception and Dinner
6:30 pm – 8:00 pm	SUS Keynote Speaker: Leading a Department of Surgery During a Pandemic – <i>Jeffrey Matthews, MD, Dallas B. Phemister Professor and Chair, Department of Surgery, The University of Chicago</i>

WEDNESDAY, SEPTEMBER 21

8:30 am – 11:45 am	Negotiation Essentials: Asking Effectively for Yourself and Your Organization – <i>Victoria Medvec, PhD</i> (Break from 10:00-10:15 am)
11:45 am – 1:00 pm	Lunch
1:00 pm – 4:15 pm	How Do We Fix It? Building a Comprehensive DEI Strategy – <i>Nicholas Pearce, PhD</i> (Break from 2:30-2:45 pm)
4:30 pm – 6:00 pm	SUS Keynote Speaker: Navigating the Academic Maze—Leadership Lessons from Unique Healthsystems – <i>Robert S.D. Higgins, MD, MSHA, President, Brigham and Women's Hospital; Executive Vice President, Mass General, Brigham</i>
6:00 pm – 7:30 pm	Dinner and *OPTIONAL* Group Activity: Dine-Around in Evanston

THURSDAY, SEPTEMBER 22

8:30 am – 11:45 am	Understanding Financial Statements – <i>Sri Sridharan, PhD</i> (Break from 10:00-10:15 am)
11:45 am – 1:00 pm	Lunch
1:00 pm – 4:15 pm	Leading Organizational Change – <i>Richard Jolly, MBA</i> (Break from 2:30-2:45 pm)
4:30 pm – 6:00 pm	Managing Supply Chain Risks – <i>Sunil Chopra, PhD</i>
6:00 pm – 7:30 pm	Reception and Dinner Free Night

FRIDAY, SEPTEMBER 23

8:00 am – 11:15 am	Understanding the Changing Healthcare Ecosystem – <i>Craig Garthwaite, PhD</i>
11:15 am – 11:30 am	Program Evaluations and Concluding Remarks
11:30 am – 1:30 pm	*OPTIONAL* Lunch

HOW DO WE FIX IT? BUILDING A COMPREHENSIVE DEI STRATEGY

As leaders continue to grapple with creating cultures that support diverse, equitable, and inclusive organizations, they often ask the question “How do we fix it?” Where do we focus our energy and resources to address long-standing issues of inequity and bias within our organizations and begin to shift to a more inclusive culture? In this session, we will explore a framework for understanding the domains of impact for Diversity, Equity, and Inclusion. We will work to define the “it” that we hope to fix with our DEI effort and discover the essential ingredients for an effective DEI strategy, one that will drive lasting change in the organization.

HUMAN CENTERED HEALTHCARE

Business is, at its core, a social enterprise. As a result, understanding the social, emotional and functional needs of humans is essential to provide true and lasting innovation. In this session, Kellogg School of Management Professor and IDEO Business Designer, and healthcare venture capitalist David Schonthal will highlight some of the fundamentals of Human Centered Innovation and discuss how they can be applied to everything from healthcare products and services to creating new business models. We will explore how we can apply these principles across a variety of domains in medicine.

LEADING ORGANIZATIONAL CHANGE

Change – why is change so difficult in organizations and how can you overcome the obstacles to ensure effective change?

LEADING IN VOLATILE, UNCERTAIN, COMPLEX AND AMBIGUOUS (VUCA) ENVIRONMENTS

Today’s business operating environment is becoming increasingly more complex. Consequently, understanding what attributes/capabilities firms must develop in their people to contend with the complexity is essential to success in the future. This session examines several frameworks developed by the U.S. military and other researchers to enhance the ability to successfully navigate Volatile, Uncertain, Complex, and Ambiguous (VUCA) environments.

MANAGING SUPPLY CHAIN RISKS

Supply chains face recurrent risks like uncertain demand and disruptive risks like water events or health crises. This session focuses on how supply chains can be designed for resilience concerning both types of risks.

NEGOTIATION ESSENTIALS: ASKING EFFECTIVELY FOR YOURSELF AND YOUR ORGANIZATION

Negotiation skills are used in all aspects of your business and personal life. Learning how to maximize the benefits and returns to you and your team without reaching a stalemate position is a goal of this lively and useful session. Update your skills based on current research regarding the art and science of negotiations, mediation, and conflict resolution. Using experiential exercises, this session draws on class participation, faculty analysis and discussion of the results to demonstrate effective negotiation techniques.

UNDERSTANDING FINANCIAL STATEMENTS

While financial statements are essential diagnostic tools for assessing the health of any business, few physicians (and many managers) are trained to understand or analyze them. This session will present the origin, use and analysis of the three key financial statements. Additionally, the session will cover the basics of cash, accrual and cost accounting and why and when each may be appropriately employed.

UNDERSTANDING THE CHANGING HEALTHCARE ECOSYSTEM

This session will present a current point of view on the state of the industry.

To register for this program, go to <https://cvent.me/GMA5PV>. For more information, visit the SUS website at www.susweb.org or email info@susweb.org.

ROBERT S.D. HIGGINS, MD, MSHA*President, Brigham and Women's Hospital; Executive Vice President, Mass General, Brigham*

Robert S.D. Higgins, MD, MSHA, serves as President of Brigham and Women's Hospital (BWH) and Executive Vice President at Mass General Brigham, roles he assumed in December 2021. As President, Dr. Higgins is responsible for the vitality and success of the clinical, academic and educational mission of the Brigham in support of patients locally and across the globe. As Executive Vice President, he plays an active leadership role within the Mass General Brigham system, setting and guiding strategy, priorities, and performance.

A distinguished academic and clinical physician with a long track record of collaborative leadership, Dr. Higgins joined the Brigham from John Hopkins, where he served as Director of the Department of Surgery and Surgeon-in-Chief, as well as the William Stewart Halsted Professor of Surgery at Johns Hopkins School of Medicine.

Dr. Higgins is a proven innovator with the ability to manage complex, multidisciplinary services at world-class organizations, and a passionate advocate for research with a life-long commitment to training the next generation of exceptional people in healthcare. Widely regarded as a leading authority in heart and lung transplantation, adult and pediatric cardiac surgery and mechanical circulatory support, Dr. Higgins is a pioneer with remarkable clinical and academic accomplishments.

Prior to Hopkins, Dr. Higgins served as Department of Surgery Chair and Director of the Comprehensive Transplant Center at The Ohio State University Medical Center from 2010 to 2015. He has served in numerous national professional leadership roles, including the President of the Society of Thoracic Surgeons (2019-2020), President of the United Network for Organ Sharing (2009-2010), President of the Society of Black Academic Surgeons (2008-2009), and President of the American College of Surgeons Society of Surgical Chairs (2019-2020) and as a member of the Board of Directors of the American Board of Thoracic Surgery. Most recently, he was elected to the Johns Hopkins School of Medicine Alpha Omega Alpha chapter and was awarded the Fellowship Ad Hominem of the Royal College of Surgeons of Edinburgh (RCSEd). He has authored more than 200 scientific articles and book chapters.

JEFFREY B. MATTHEWS, MD*Dallas B. Phemister Professor and Chair, Department of Surgery, The University of Chicago*

Dr. Jeffrey B. Matthews is the Dallas B. Phemister Professor of Surgery, Chair of the Department of Surgery, and Surgeon-in-Chief of The University of Chicago Medicine. A graduate of Harvard College and Harvard Medical School, Dr. Matthews completed surgical residency at Beth Israel Hospital in Boston and a hepatobiliary fellowship at the University of Bern. During his appointment at Harvard Medical School and Beth Israel Hospital, he rose to the rank of Associate Professor of Surgery and Chief of the Division of General Surgery at the Beth Israel Deaconess Medical Center. In 2001, he was appointed Christian R. Holmes Professor and Chair of the Department of Surgery at the University of Cincinnati until assuming his current position in 2006.

Dr. Matthews is a gastrointestinal surgeon and leading authority on the surgical treatment of diseases of the pancreas, bile ducts, and liver. He is highly skilled in the treatment of acute and chronic pancreatitis, and is one of a handful of surgeons in the nation who has expertise in islet autotransplantation, a treatment for severe pancreatitis with and without a genetic component. He also has vast experience in bile duct reconstruction and complex re-operative gastrointestinal surgery.

He has over 200 original articles, chapters and editorials as well as multiple surgical textbooks. He led a federally funded research laboratory for over two decades studying the regulation of epithelial transport and barrier function. He serves on the Editorial Board of 11 prestigious surgical and scientific journals and is Editor-in-Chief Emeritus of the Journal of Gastrointestinal Surgery. He was the Chair of the Surgery Residency Review Committee of the Accreditation Council for Graduate Medical Education. He is a senior Director of the American Board of Surgery, and past President of the Society of Surgical Chairs, the Society of University Surgeons and the Society for Surgery of the Alimentary Tract (SSAT).

BERNARD BANKS, PhD

Bernard (Bernie) Banks is a noted expert on the subjects of leadership and organizational change. Currently, he is the Associate Dean for Leadership Development and Inclusion and a Clinical Professor of Management at Northwestern University's Kellogg School of Management. As an Associate Dean, Bernie is accountable for leader development integration across the school's global portfolio of programs. He is also accountable for the generation, integration and implementation of Diversity/Equity/Inclusion initiatives for the institution. Bernie retired from the United States Army as a Brigadier General in 2016 after having successfully led West Point's Department of Behavioral Sciences & Leadership from 2012-2016. In addition to having studied leadership extensively, he has led multiple military units ranging in size from 10 to 3000+ people. In 1995, Bernie was selected from over 40,000 officers to receive the Army's top award for entry-level managers (General Douglas MacArthur Leadership Award). In 2006, the Apache Helicopter unit he was leading in South Korea was designated as the top Apache Helicopter unit globally in the U.S. Army's annual best aviation unit competition. A West Point graduate, Bernie is broadly educated. He holds graduate degrees from Northwestern, Columbia, and Harvard Universities. Additionally, he earned his Ph.D. in social-organizational psychology from Columbia University. Bernie's work has been published in a variety of outlets. Furthermore, he has worked extensively with organizations across all sectors concerning their leader development efforts.

SUNIL CHOPRA, PhD

Sunil Chopra is the IBM Distinguished Professor of Operations Management. He was also Interim Dean of the Kellogg School of Management at Northwestern University from 2009-2010. From 2006 – 2009, he served as Senior Associate Dean: Curriculum and Teaching. He became a faculty member of the school in 1989. Previously he was an Assistant Professor at the Stern School of Business Administration at New York University. He has a PhD in Operations Research from SUNY Stony Brook. Professor Chopra's research and teaching interests are in Operations Management, Logistics and Distribution Management, design of communication networks and design of distribution networks. He has co-authored the books *Managing Business Process Flows* and *Supply Chain Management: Strategy, Planning, and Operation*. Both books are published by Prentice Hall and are used at several of the top business schools to teach Operations Management and Supply Chain Management respectively. The *Supply Chain Management* book was awarded the best book of the year for 2002 by the Institute of Industrial Engineers (IIE). Professor Chopra has won several teaching awards at Kellogg. He has been Departmental Editor for the journals *Management Science* and an Associate Editor for the *Decision Sciences Journal*, *Manufacturing & Service Operations Management* and *Operations Research*. His recent research has focused on risk management in supply chains. He has also studied distribution systems in a variety of companies trying to identify market, manufacturing, and product characteristics that drive the structure of a supply chain.

CRAIG GARTHWAITE, PhD

Professor Garthwaite is the Herman R. Smith Research Professor in Hospital and Health Services, a Professor of Strategy, and the Director of the Program on Healthcare at Kellogg (HCAK). He is an applied economist whose research examines the business of healthcare with a focus on the interaction between private firms and public policies. His recent work in the payer and provider sectors has focused on the private sector effects of the Affordable Care Act, the impact and operation of Medicaid Managed Care plans, the responses of non-profit hospitals to financial shocks, and the economic effects of expanded social insurance programs such as Medicaid and Medicare for All. Professor Garthwaite also studies questions of pricing and innovation in the biopharmaceutical sector. In this area he has examined the effect of changes in market size of investments in new product development, the evolving world of precision medicine, expanded patent protection on pricing in the Indian pharmaceutical market, the innovation response of United States pharmaceutical firms to increases in demand, and the relationship between health insurance expansions and high drug prices.

RICHARD JOLLY, MBA

Richard Jolly is an Associate Clinical Professor of Executive Education at Kellogg. He teaches Power in Organizations (MORS 453) and Leadership in Organizations (MORS 430), as well as leading a GIM trip to UK and France on the theme of Leadership and Organizational Change. As well as teaching on a number of Executive Education programs, he is advising on the redesign of the Executive Development Program and the Executive Leadership Program. Before moving to the Midwest, Richard has taught at the London Business School (LBS) for the past 21 years during which time he has consistently been one of the school's most highly rated, innovative and award-winning lecturers. He has taught at Columbia Business School for 13 years and at 20 other academic institutions around the world. He has taught core OB and leadership courses, electives on organizational change, power and politics, and inter-personal dynamics, as well as on all the flagship Exec Ed open programs and custom programs for more than 70 LBS clients. He has also designed, launched and co-directed two new Exec Ed open programs – Leading Change and Professional Services – Strategic Client Relationships. Richard has been identified as one of the most entrepreneurial course creators having created two new, highly popular electives – Paths to Power and Inter-Personal Dynamics; student field trips to Lima, Peru and Mexico City; and the London Core Application Practicum consulting program for technology, media and telecoms and government, healthcare and third sector.

VICTORIA MEDVEC, PhD

Dr. Victoria Medvec is the Adeline Barry Davee Professor of Management and Organizations at the Kellogg School of Management at Northwestern University. In addition, Dr. Medvec is a co-founder and the Executive Director of the Center for Executive Women at the Kellogg School and the CEO of Medvec and Associates, a consulting firm focused on high stakes negotiations and strategic decisions. She is also the author of the best-selling book, *Negotiate Without Fear*, published in 2021. Dr. Medvec is a renowned expert in the areas of negotiations, executive decision making, influence, and corporate governance. She teaches these topics to senior-level executives and Boards of Directors from companies around the world. In addition, she advises CEOs and their reports on critical decisions and negotiations, including mergers, acquisitions, significant customer contracts, supplier contracts, and partnership agreements. Dr. Medvec speaks across the country on topics relating to women in leadership, corporate governance, and board decision making. As a co-founder and the Executive Director for the Center for Executive Women at Kellogg, she is focused on moving more women into senior leadership roles and onto the Boards of Directors of Fortune 1000 companies.

NICHOLAS PEARCE, PhD

A scholar, speaker, entrepreneur, and pastor, Dr. Nicholas Pearce is an award-winning Clinical Professor of Management and Organizations at the Northwestern University Kellogg School of Management, the founder and chief executive officer of The Vocati Group, a boutique global management consulting firm, and assistant pastor of Chicago's historic Apostolic Church of God. He is the author of the bestselling book *The Purpose Path: A Guide to Pursuing Your Authentic Life's Work*. Dr. Pearce is an internationally-recognized expert on leadership, DEI, and organizational culture. Dr. Pearce has served as a trusted adviser, executive coach, and sought-after speaker for over 200 leading corporations, social impact organizations, communities of faith, educational institutions, and government organizations on six continents. He and his work have been featured in respected global media outlets including ABC News, The Atlantic, Bloomberg Businessweek, CBS Evening News, Christianity Today, CNN, Crain's Chicago Business, Forbes, Fortune, Harvard Business Review, NBC News, New York Times, NPR, Univision, UrbanFaith.com, Wall Street Journal, and Washington Post. Committed to community impact, Dr. Pearce serves as a trustee of the Chicago Children's Museum, the Field Foundation, Fuller Theological Seminary, McCormick Theological Seminary, and the Seminary Co-Op Bookstores. Previously, he served as a board member of Access Community Health Network, the Chicago Community Trust African American Legacy Fund, and the Harvey Fellows Advisory Board.

DAVID SCHONTHAL, MBA

David Schonthal is an award-winning Professor of Strategy, Innovation & Entrepreneurship at the Kellogg School of Management where he teaches courses on new venture creation, design thinking, healthcare innovation and creativity. In addition to his teaching, he also serves as the Director of Entrepreneurship Programs at Kellogg and the Faculty Director of the Zell Fellows Program, a selective venture accelerator program designed to help student entrepreneurs successfully launch or acquire new businesses. Along with his colleague Loran Nordgren, David is one of the originators of Friction Theory – a ground-breaking methodology that explains why even the most promising innovations and change initiatives often struggle to gain traction with their intended audiences – and what to do about it. This work is popularized in David's bestselling book, *The Human Element: Overcoming the Resistance That Awaits New Ideas* (Wiley). Outside of Kellogg David has been practitioner of entrepreneurship, design, and innovation for over 20 years. He previously spent a decade working at world-renowned design firm, IDEO, and currently serves as an Operating Partner at 7Wire Ventures, a healthcare technology-focused venture capital firm, and also serves as a Venture Partner at Pritzker Group Venture Capital, a consumer and enterprise-focused fund. David is a Global Advisor at Design for Ventures (D4V), a Tokyo-based early-stage venture capital fund that invests in design-led Japanese startups and is the Co-Founder of MATTER, a 25,000-square-foot innovation center in Chicago focused on catalyzing and supporting healthcare entrepreneurship.

SRI SRIDHARAN, PhD

Swaminathan (Sri) Sridharan is the John and Norma Darling Distinguished Professor in Financial Accounting. Professor Sridharan's research focuses on information-driven asset valuation, corporate risk management strategies, firms' resource allocation decisions in the context of asymmetric information, optimal contract design and corporate disclosures. His papers have been published in such journals as *The RAND Journal of Economics*, *The Management Science*, *Journal of Accounting Research*, *Journal of Accounting and Economics*, *The Accounting Review*, and *Contemporary Accounting Review*. Professor Sridharan teaches both managerial and financial accounting at the MBA level and at the Northwestern University's Pritzker Law School. He was a 2003 recipient of the Chair's Core Teaching Award for excellence in teaching in the MBA program. He also teaches at the executive MBA level as well as in several of Kellogg's international programs. At the doctoral level, he offers a seminar on Information Economics and Analytical Accounting Research. He joined the Kellogg School faculty in 1990 after receiving his doctorate from the University of Pittsburgh. Prior work experience included work as the Chief Financial Officer for a group of international manufacturing companies and as a Senior Manager and Partner in an accounting firm in Chennai, India.

