The pace of change in healthcare and the life sciences is accelerating, creating a demand for professionals who can navigate the strategic, technological, social, economic and political currents that are changing the face of this $8-trillion global industry.

To answer the challenge, the Rotman School of Management has introduced the world’s first Global Executive MBA for Healthcare and the Life Sciences. Grounded in world-class thought leadership, practical instruction and on-site global engagement, this program will help you develop the expertise you need to drive your career in a world without boundaries.

Designed for working professionals, this intensive 18-month journey immerses you in key healthcare and life sciences clusters, including Toronto, the San Francisco Bay Area, Singapore and London, UK and area. By working with leading faculty, business leaders and organizations, you gain the knowledge, agility and confidence to reshape your organization and broaden your own horizons. And while you explore best practices globally, we’ll guide you through an in-depth assessment of your potential, with the goal of shaping you into a more impactful leader.

The program leverages the strengths of the Rotman School, as well as our close relationships with the Faculty of Medicine at the University of Toronto and the global health sector community. Located on the edge of Toronto’s medical Discovery District, the Rotman School is an incubator of talent driving the innovations taking place in healthcare and the life sciences. This is a place where change happens.

We welcome you to join us and unlock your full leadership potential on the international stage.

Tiff Macklem
Dean, Rotman School of Management
Gain the leadership edge you need to bridge the silos in healthcare and the life sciences. Offered by one of the world’s pre-eminent universities, this program will transform the way you think, lead and drive innovation internationally.

**An international perspective**
Classes take place onsite in Toronto, the San Francisco Bay Area, Singapore, and London, UK and area, and online. The curriculum is designed for you to examine what’s possible ‘at home’ — wherever your home is — by learning from other systems and organizations. Site visits and networking events introduce you to senior executives who are experts in doing business in the region. You will hear first-hand about their paths to leadership, gaining a real-world perspective that will have an extraordinary impact on your learning experience.

**University of Toronto**
Enjoy a full-campus experience at the downtown St. George campus of U of T, just blocks from the medical Discovery District and the local business community. Established in 1827, U of T is a global centre of research and academic excellence and is recognized worldwide as Canada’s leading university — a reputation that adds tremendous value to your Rotman MBA.

**Creative Destruction Lab**
Build something massive. Since its launch in 2012, the Creative Destruction Lab (CDL) has become one of the world’s fastest-growing venture labs, creating over $3.1 billion of equity value in under five years. Selected MBA students, along with some of Canada’s most successful entrepreneurs, play a vital role by providing strategic insights and business development support. Of particular interest to students is the CDL’s health stream, focusing on science and technology solutions aimed at improving human health and wellness.

**Why the Global EMBA for Healthcare and the Life Sciences**

“Gain the leadership edge you need to bridge the silos in healthcare and the life sciences. Offered by one of the world’s pre-eminent universities, this program will transform the way you think, lead and drive innovation internationally.”

**Stacey Daub**
President and CEO, Headwaters Health Care Centre

“**It is simply a fact that you have to search far and wide for inspirational and innovative solutions to some of the problems that you have in your own backyard.**”

**Key program features**
- Earn a customized MBA for senior-level working professionals in healthcare and the life sciences in just 18 months.
- Focus on global best practices across the full value chain of the sector.
- Learn on-site in Toronto, the San Francisco Bay Area, Singapore and London, UK and area, from global industry leaders.
- Blended, self-paced online learning between modules accommodates your demanding schedule.
- Drive strategic change by bridging healthcare and the life sciences.

**San Francisco Bay Area, Singapore and London, UK and area: vital leaders in global healthcare and the life sciences**
The San Francisco Bay Area is a hub of entrepreneurial activity and the base for many established healthcare and life sciences firms. Singapore offers important insights as an innovative regional and global hub for healthcare services and life sciences commerce. London, UK and area offers the opportunity to explore the UK’s dynamic universal healthcare system — the world’s first — as well as the advanced life sciences industries in the region.

“It is simply a fact that you have to search far and wide for inspirational and innovative solutions to some of the problems that you have in your own backyard.”

**Stacey Daub**
President and CEO, Headwaters Health Care Centre

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**Kevin A. Lobo**
CEO, Stryker Corporation

“**The program helps build the expertise needed to understand and shape healthcare systems around the world as demands for innovation, access and affordability for healthcare continue to evolve.**”

**Kevin A. Lobo**
CEO, Stryker Corporation
A powerful network

The Rotman School attracts global leaders across healthcare and the life sciences. As a student, you develop an executive network that will help you succeed long after graduation.

“Think of the program as a multi-dimensional personal transformation, preparing you to do great things for the future business of healthcare.”

Atif Zia, GEMBA-HLS ’20
President, Novocol Pharma
Previous role: Vice-President/General Manager, Septodont
Previous education: BSc, University of Toronto

“Not only will you apply best practices from various healthcare systems and global life science companies, you will expand your leadership potential in order to improve healthcare from within.”

Nate Myers, GEMBA-HLS ’20
Director, Strategy & Business Planning, Tallahassee Memorial HealthCare
Previous role: Chief Planning and Evaluation, Florida Department of Elder Affairs
Previous education: MS, Demography and Population Health, Florida State University

“Think of the program as a multi-dimensional personal transformation, preparing you to do great things for the future business of healthcare.”

David Pickham, GEMBA-HLS ’20
Executive Director, Office of Research Patient Care Services, Stanford Health Care
Previous role: Research Scientist, University of California, San Francisco
Previous education: PhD, University of California, San Francisco
RN, FAAN

“The investment of your time and resources in this program will help you play a meaningful role in healthcare disruption and digital transformation.”

Jancy Ali, GEMBA-HLS ’20
Senior Specialist Obstetrician, Dubai Health Authority
Previous role: Specialist Obstetrician, Ministry of Health, UAE
Previous education: MD, University of Kerala
Master’s in Medical Education, Maastricht University School of Business MRCOG 2007
Royal College of Obs & Gyn, London

“Not only will you apply best practices from various healthcare systems and global life science companies, you will expand your leadership potential in order to improve healthcare from within.”

Gopi Nageshwaran, GEMBA-HLS ’20
Chief Scientific Officer (Ad-interim), Novartis Pharmaceuticals, Singapore
Previous role: Medical Affairs Manager, AstraZeneca India
Previous education: MD, Bachelor of Medicine, Bachelor of Surgery, Bangalore Medical College and Research Institute

“In addition to world-class Rotman faculty, the breadth of expertise in the GEMBA-HLS students delivers unparalleled peer-to-peer real-world learning.”

Kathryn Tinckam, GEMBA-HLS ’20
Director, HLA Laboratory
Director, Quality & Innovation, UHN Transplant Program
Previous education: MMSc, Harvard University
MD, University of Manitoba

“It’s not often you get the chance to learn with so many global healthcare leaders. Be ready to provide your insights through your unique lens, and embrace being a student.”

“Not only will you apply best practices from various healthcare systems and global life science companies, you will expand your leadership potential in order to improve healthcare from within.”

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Rotman faculty are world renowned for their thought leadership, and the school brings together expertise from across the healthcare and life sciences value chain. Gain the broad perspective and integrative expertise you need to reshape your organization, create patient value and shape the future of business.

**A SELECTION OF OUR ROTMAN FACULTY**

**Brian Golden**  
Sandra Rotman Chair in Health Sector Strategy at the University of Toronto and the University Health Network  
Academic Co-Director, Global Executive MBA for Healthcare and the Life Sciences  
PHD, NORTHWESTERN UNIVERSITY  

“Healthcare is the world’s biggest industry, and with advances in science and technology, and a global appetite for better, more accessible and sustainable healthcare, the opportunities for health system leaders are limitless.”

**Kristina McElheran**  
Assistant Professor of Strategy  
Digital Fellow, Initiative on the Digital Economy at MIT  
PHD, NORTHWESTERN UNIVERSITY  

Research focuses on the use of IT and data in firms, with an emphasis on organization design and strategy.

**Will Mitchell**  
Anthony S. Fell Chair in New Technologies and Commercialization  
Academic Co-Director, Global Executive MBA for Healthcare and the Life Sciences  
PHD, UNIVERSITY OF CALIFORNIA, BERKELEY  

“This is a truly global sector that will continue to change, making it a dynamic environment for ambitious professionals looking to demonstrate leadership and make an impact on organizations and health systems.”

**Dilip Soman**  
Professor of Marketing  
Corus Chair in Communication Strategy  
Canada Research Chair in Behavioural Science and Economics  
PHD, UNIVERSITY OF CHICAGO  

Member of the Behavioural Economics in Action Research Cluster (BEAR)

**Avi Goldfarb**  
Chaired Professor in Artificial Intelligence in Healthcare  
Chief Data Scientist at Rotman’s Creative Destruction Lab  
PHD, NORTHWESTERN UNIVERSITY  

Senior Editor at Marketing Science, and Research Associate at the National Bureau of Economic Research.

**Leadership: the Rotman difference**

Learn. Reflect. Apply. Become a powerful leader with the Rotman integrated leadership framework. Through a personal development plan, one-on-one coaching and experiential learning, develop your strengths and true career potential.

“Rotman has done a tremendous and deliberate job in developing a network with all stakeholders in the healthcare ecosystem. As a student and future leader, you will benefit from leveraging that network.”

Heather Chalmers  
President and CEO, GE Canada  
MBA ’04, Rotman School of Management

Personal Leadership Development Plan  
Create and follow through on a personalized plan that defines your success.

Leadership Assessment  
Build your skills and self-awareness through assessments spanning the length of the program.

1:1 Coaching Conversations  
Explore and focus attention on your strengths and weaknesses with your executive coach.

Team Effectiveness  
Gain knowledge and experience of group dynamics, and uncover a path to success as a high-performing team.

Leadership Retreat  
Take a courageous step toward achieving personal and professional transformation in this experiential off-site workshop.

Rotman Speaker Series  
Share in the real-world insights and stories from thought leaders in these inspiring public talks.

Mastery Sessions  
Build on the core leadership curriculum with workshops on topics from “Resilience and the Neuroscience of Leadership” and “Psychology of Self-Management”.

Career Services  
Hone your career strategy through a suite of services designed for high-achieving professionals.

“The amazing career services team is genuinely interested in getting to know each student and helping them discover and pursue their optimal career path.”

Jocelyn Milburn, GEMBA-HLS ’20  
Director, Professional and Industry Relations, Government of Alberta, Ministry of Health  

**Previous role:**  
Acting Director, Professional and Industry Relations, Government of Alberta, Ministry of Health  

**Previous education:**  
Biochemistry, University of Victoria
Extend your healthcare management career internationally. This 18-month program weaves together thought leadership, practical education and hands-on experience in four countries, allowing you to make an immediate impact at work.

The program will change the way you think, network and do business in some of the world’s key markets. Build an executive network, learn invaluable tools to advance your career, and gain the ability to discover opportunities in environments that are in constant flux.

The program’s 25 courses are structured in six modules. These include all core MBA curriculum courses (contextualized to the healthcare and life sciences sector) and nine sector-specific courses.

The program is delivered in a blended model, primarily face-to-face, supplemented with online learning. Online learning includes pre- and post-module work for the residency courses. Students also work on assignments, group deliberations and exams.

Module 1: Nature
- Strategy for HLS
- Health Sector Strategy and Organization
- Personal relationships
- Models and Data
- Leadership Development (Residency 1)

Module 2: San Francisco Bay Area
- Models and Analysis (Residency 2)
- Leadership Development (Residency 3)

Module 3: Toronto
- Models and Analysis (Residency 4)
- Leadership Development (Residency 5)

Module 4: Singapore
- Models and Analysis (Residency 6)
- Leadership Development (Residency 7)

Module 5: London, UK and Asia
- Corporate Finance and Governance
- Business Operations and Ethics
- Leadership Development (Residency 8)

Module 6: Shanghai, China
- International Business
- Strategy, Change and Implementation
- Leadership Development (Residency 9)

Real-world impact
Undertake a capstone project on a real-world challenge — one on which you want to make an impact. Capstone projects may be focused on opportunities at work as well as on engagements with innovative organizations. Additionally, selected students may partake in a Creative Destruction Lab elective, providing strategic insights and business development support to new ventures.

Global study tour
Engage with companies and institutions who are leaders in their respective fields. While the curriculum is the same across each module, you will be exposed to the opportunities and challenges in all areas of healthcare and the life sciences, and ideas that are radically changing the way healthcare is delivered.

A network for life
Students progress through the program as a unified cohort. Develop deep relationships with an executive network who will help you succeed long after graduation.

“The calibre of the class is outstanding. As an instructor, it is a privilege to learn from their collective professional perspectives. And together, we benefit from guest lectures and site visits that bring real-world currency into the discussion.”

Michael Guarino, MBA, MD
MD, U Chicago Medicine.

In course, students integrate knowledge from the behavioural sciences with their technical knowledge to address the complex and effective and reliable healthcare organizations.

Marilyn Christiansen
Assistant Professor of Organizational Behaviour and HR Management
Kellogg School of Management
University of Michigan
Ann Arbor, Michigan

“Module 1, 3, 4: Toronto
Module 2, 5, 6: San Francisco Bay Area
Module 4: Singapore
Module 5: London, UK and Asia
Module 6: Shanghai, China

Note: Schedules and locations are subject to change.”

Program structure

Program schedule

The program is designed for professionals from industry, care providers, service delivery organizations, consulting firms, public agencies, the sciences and payers in the healthcare and life sciences sectors around the world.

By the numbers

The Intake 2018 average age is 42 years old.

Women: 50%
Men: 50%

Average work experience: 16 years

Average Management Experience (yrs.): 16

Nationalities represented:
Australia
Canada
Germany
India
Ireland
UK
United Arab Emirates
United States

Average Experience (yrs.): 15

Industry Background

Note: Industry background is based on self-reporting and is not required by the program. 100% = 142 total responses.
Admission and next steps

What we look for

High aspirations  Leadership experience  History of impact  Communication and presence

We look for mid- to senior level experienced professionals from industry, providers and service delivery organizations, consulting firms, public agencies, the sciences, and payers in the healthcare and life sciences sectors around the world who seek to advance their leadership careers.

Admission criteria

Typical entry requirements are:

- 8+ years of full-time work experience
- 5+ years in a mid-to-senior leadership, management, or administrative role (or equivalent)
- Base of knowledge of healthcare or life sciences organizations
- Evidence of academic achievement
- Demonstrated teamwork and leadership skills

- English language proficiency: TOEFL or IELTS score required for non-English-language degrees
- Successful completion of the GMAT/GRE or the Rotman Executive Diagnostic Test (EDT)
- Current employment in the healthcare or life sciences sectors preferred

For more details and non-standard entry requirements, please visit our website.

Tuition fees

$113,775 CAD* (for 2019 entry year)

The fee includes:

- Tuition
- Program materials
- Class-day meals
- Accommodation for the Toronto residential modules

*Students are responsible for travel and accommodation for the Singapore, San Francisco and London, UK modules. Please note that all fees are set annually and are subject to change.

Financing

Generous entrance awards are available to all applicants. Awards are based on exceptional merit above the minimum admission criteria.

Application deadlines

January 22, 2020
April 22, 2020
June 24, 2020
August 19, 2020

Tip: The earlier you apply, the greater your chance for an entrance award.

How to apply

We take a personalized approach to ensure that the program is the right fit for your personal and professional goals.

Please email us your resume. A member of the admissions team will contact you to discuss next steps.

Meet our team

To meet one-on-one with our admissions team or if you have questions, we invite you to contact us:

Email: gemba-hls@rotman.utoronto.ca
Phone: 416.946.3638
Web: www.rotman.utoronto.ca/GEMBA-HLS

Rotman School of Management
University of Toronto
105 St. George Street
Toronto, ON, Canada M5S 3E6

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