The extreme disparities in healthcare outcomes for marginalized, minoritized, and medically underserved populations are a sign that the system in the U.S. is ailing. As a healthcare provider, you help individual patients confront these challenges. You can make a difference for entire populations by taking a systemic view and deepening your understanding of healthcare policy, markets, the roots of inequality, and the functioning of organizations, while cultivating the skills to lead, motivate, and implement change.

The Pozen-Commonwealth Fund Fellowship at Yale is a unique opportunity to earn an MBA with a focus in healthcare, while joining a network of people committed to addressing health disparities.

Fellows attend the 22-month MBA for Executives program while continuing to work within their full-time roles. They also receive specialized training and mentoring from experts in population health and health equity from across the university and beyond.
About the MBA for Executives Program

Gain the analytical skills and decision-making tools to lead effectively across the private, public, and nonprofit sectors. Enhance your ability to achieve goals, build teams, communicate persuasively, and impact systems to promote health equity. Learn alongside professionals with rich and varied experience in the healthcare industry, as well as classmates in the sustainability and asset management areas of focus.

Program Schedule

Fellows receive a full MBA education in 22 months (July–May). Classes take place on alternating weekends on Friday and Saturday. The academic year begins with a two-week orientation and residency in July at Edward P. Evans Hall on the Yale campus. Students are required to attend scheduled classes and colloquia, with optional professional development workshops on Saturday afternoons. Students spend a week abroad for Global Network Week at the end of their first year. The second year begins with a week-long residency period in July.

Additionally, fellows attend a Health Equity Leadership Workshop Series on select Thursdays. Pozen-Commonwealth Fund Fellows will also participate in a two-day domestic policy immersion in June of each year, which introduces fellows to an expansive national health equity network.

Program Funding

The Pozen-Commonwealth Fund Fellowship in Health Equity Leadership at Yale University covers the cost of the MBA for Executives program, including tuition, program fees, breakfast and lunch on all class days, and lodging and programming for the EMBA Global Network Week. It also includes hotel accommodations for all residency periods, Thursday nights of required workshops meetings, Friday nights of class weekends, and immersion trips. A travel stipend for the immersion is also included.
Curriculum

During the first year, all MBA for Executives students are immersed in the distinctive Yale SOM integrated core curriculum and hear from industry leaders in the healthcare area of focus through a curated colloquium series. In the second year, students take advanced courses in management and healthcare then rejoin the class for the capstone core course, The Executive. Mentoring and hands-on project opportunities round out the learning experience.

Year 1

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<tr>
<th>Integrated Core (Residency modules)</th>
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<th>Global Network Week</th>
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<td>Colloquium</td>
<td>Leadership Development</td>
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Year 2

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<th>Area of focus (Residency modules)</th>
<th>Healthcare Area of Focus (Residency modules)</th>
<th>The Executive</th>
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<tr>
<td>Colloquium</td>
<td>Advanced Management</td>
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<td>Leadership Development</td>
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Integrated Core

Yale’s unique integrated curriculum is organized around stakeholder perspectives rather than narrow functional disciplines. The Yale approach puts an emphasis on examining challenges from different business perspectives and taking into account the connections between organizations and the broader society. During the required Global Network Week, you’ll study at one of the schools in the Global Network for Advanced Management, a network of top business schools.
Fellowship Benefits and Opportunities

The Pozen-Commonwealth Fund Fellowship offers numerous benefits and unique opportunities for fellows. While many are a required part of the fellowship, others are optional; fellows are encouraged to take advantage of them to gain the most value from the MBA for Executives program and the fellowship.

Field Immersion Experience (June)
Across two days every June, the immersion experience provides an opportunity for fellows to build community as a cohort and the chance to engage with local and regional health policy leaders in a small-group setting.

Health Equity Leadership Workshops (Thursday nights)
These required workshops on 10 select Thursday evenings per academic year offer the opportunity to hear from leaders in health equity and take place in person from 6 p.m. to 8 p.m. ET, adjacent to EMBA class weekends. The cost for accommodations on these specific Thursday evenings is covered by the fellowship.

Biannual NAC Meeting
The National Advisory Committee (NAC) of the Fellowship meets twice per year. Fellows attend a portion of the meeting to connect with the group for introductions and updates.

Commonwealth Fund Meetings
Throughout the program, the Commonwealth Fund hosts a series of meetings with fellows and guest speakers across other programs and schools; these meetings are generally hosted on Thursday evenings, as part of the Thursday night workshops.

Meeting with Fellowship Donor
The fellowship is endowed by Robert C. Pozen, a member of the Yale Law School Class of 1972. Mr. Pozen engages in meetings with the fellows three to four times per academic year; these meetings may be virtual or, when possible, in person.
Capstone Project
Each fellow is required to complete a capstone project addressing a pressing healthcare disparity problem in their organization, community, or field. The data-driven project allows fellows to advance their understanding of a particular health equity challenge or question while integrating one or more MBA core proficiencies. Capstone-related meetings with fellowship faculty start towards the end of Year 1 and the project is developed throughout Year 2.

Op-Ed Project
Fellows will complete an op-ed writing project, including eight hours of an op-ed writing workshop. This work is facilitated by The OpEd Project, an organization with the mission to give voice to women and underrepresented groups. In addition to the Pozen-Commonwealth Fund Fellows, other participants include the Commonwealth Fund Fellows at Harvard, Harvard Harkness Fellows, the National Clinician Scholars at Yale, and junior faculty affiliated with the Equity Research and Innovation Center (ERIC).

Optional Events and Opportunities
There are numerous other opportunities, events and benefits of the fellowship, such as meeting one on one with faculty directors; connecting with members of the National Advisory Committee, who take an active interest in both personal and professional goals and support the fellows throughout the program and beyond; supporting admissions and marketing efforts through participation in webinars; meeting or talking with applicants; engaging in photo/video shoots; being interviewed for SOM news articles and/or Commonwealth Fund podcasts; authoring blog posts; and attending ERIC events.
Program Leadership

Dr. Marcella Nunez-Smith, C.N.H. Long Professor of Medicine and of Epidemiology at the Yale School of Medicine and associate professor of management at the Yale School of Management, is co-founder and director of the Pozen-Commonwealth Fund Fellowship.

Dr. Howard P. Forman, professor of radiology, economics, public health, and management, is the director of the MBA for Executives healthcare area of focus and co-founder and special advisor to the Pozen-Commonwealth Fund Fellowship.

Dr. Rosana Gonzalez-Colaso, assistant professor of medicine at the Yale School of Medicine and director of research education at the Yale Physician Associate Program, is associate director of the Pozen-Commonwealth Fund Fellowship.

Advisory Committees

The Pozen-Commonwealth Fund Fellowship benefits from the involvement of two committees whose members help guide the program and serve as mentors to the fellows. The National Advisory Committee (NAC) is comprised of senior leaders in the healthcare field with a diversity of geography, careers, and backgrounds, while the Institutional Advisory Committee is made up of senior leaders across Yale University whose work intersects with the goals of the fellowship. Fellows attend biannual meetings with the NAC in the fall and spring.
At the Yale School of Management, our mission is to educate leaders for business and society. We view those two components—business and society—as inseparable; the health of one depends on the vitality of the other. The most effective leaders in any arena comprehend the interconnectedness of their organizations with their communities.

The scope of the challenges we face today—including the climate crisis, the global pandemic response, and the imperative to root out injustice and racism in all our institutions—calls for leaders who can advance organizational goals while also facilitating progress on major societal challenges. A Yale management education seeks to make students more engaged with meaningful issues, globally and in their communities; more rigorous in capitalizing on the best data and ideas; and more attuned to the impact they have all around them.

Yale SOM students learn to apply different lenses to every challenge, switching from micro to macro, individual to global. How does behavioral research illuminate how people respond to new ideas? How will global trends affect a particular business venture?

Connections across Yale University add an additional set of perspectives. Starting with your first weeks at Yale, you’ll join a lifelong community of purpose that extends across both the entire university and the world.
The Pozen-Commonwealth Fund Fellowship in Health Equity Leadership is open to healthcare professionals and leaders with a career progression that demonstrates a commitment to improving healthcare access and outcomes for marginalized, minoritized, and medically underserved populations.

To apply, complete the online application for the MBA for Executives program and select the healthcare area of focus. When prompted, confirm you are applying to the Pozen-Commonwealth Fund Fellowship and complete the corresponding essay.

**Application Deadlines**

**Round 1**
November 3, 2021

**Round 2**
January 31, 2022

**Final Deadline**
March 30, 2022

som.yale.edu/emba

The Pozen-Commonwealth Fund Fellowship in Health Equity Leadership is generously supported by:

Robert C. Pozen ’72 J.D.