

Center for Professional Excellence Leadership Institute: Governance Track

The CPE Leadership Institute: Governance Track seeks to advance participants' knowledge, skills and abilities across four core areas: Influence, Strategy, Professional Development and Governance. The program sessions align with these themes to develop future leaders within the San Antonio community.

Influence

- **Leading without Authority**

This session introduces participants to the practice of leadership. Special emphasis will be placed on developing understanding of leadership as an activity, rather than leading with authority through a role or position. Two important distinctions are presented and discussed, the first is a distinction between technical problems and adaptive challenges, and the second is a distinction between leadership and authority.

- **Negotiations & Conflict Management**

Leaders must be able to negotiate with a variety of audiences, including customers, suppliers and competitors. This session offers insights on best practices when negotiating multi-stakeholder environments.

- **The Art and Science of Persuasion**

Persuasion is fundamental to leadership. This session will focus on improving understanding of persuasion, including practical principles for applying the art and science of persuasion in our everyday lives.

Strategy

- **Strategic Planning**

There are many components of a firm's strategy and these must be distinguished from its tactics and goals. In this session we will discuss the roles of strategic analysis and planning from the perspective of the firm's leader.

- **Strategic Decision Making**

Decision-making is arguably the most important job of the firm's leaders, yet there are so many ways it can go wrong. In this session we will discuss the ways in which decision-making can go astray and opportunities for improving decision-making quality by utilizing a critical thinking mindset.

- **Strategic Implementation: Creating a Problem Solving Culture**

Strategy implementation refers to carrying out the activities within the firm which are required to execute a strategy. In this session, we will discuss how the organization's culture affects its ability to execute strategy.

Professional Development

- **Effective Communication**

Effective communication is the lifeblood of the organization. This session focuses on how to hold effective conversations in the workplace to overcome barriers of individual differences and group dynamics.

- **Building Successful Teams**

Leaders need to maximize the performance of their teams to implement their plans successfully. Using group exercises, this session involves understanding how to bring individuals with various behavioral styles into a cohesive and productive team.

- **Managing Yourself and Leading Others**

In order to successfully influence others, good leaders must first be able to effectively manage themselves. This session focuses on introspective exercises that, in combination with the professional coaching sessions, will help students better understand their strengths and weaknesses and how they can utilize these different aspects of themselves to become more influential leaders.

- **Professional Coaching**

Each participant will complete a personal assessment (including the Hay Group Emotional Intelligence 360 feedback tool and the Birkman Inventory). Results will help develop self-awareness of one's personality and emotional intelligence, identify areas needed for improvement, and establish goals for development over the course of the program.

Participants receive access to two sessions with an executive coach to interpret the results of their assessment and develop a personalized plan to support the achievement of goals.

Ongoing coaching support is also available upon request.

Custom Content: Governance

- **The Essentials of Corporate Governance**

This session will cover the fundamental theories and practice of corporate governance. This class provides a rigorous and balanced examination of corporate governance, strategy, and compliance utilizing case studies and experiential lessons to prepare students for future governance opportunities.

- **Making Corporate Boards More Effective and Accountable**

Recognizing the critical needs for effective board leadership, this session focuses on how board members can address growing challenges, prioritize board responsibilities, and learn from existing best practices of other boards. This session will also cover the importance of adaptability, especially when considering the dynamic, often volatile, uncertain environment many organizations find themselves in today.

- **How You Can Serve: Becoming an Effective Board Member**

This session will cover what steps individuals can take to get on the path for board membership as well as how to hone their board member skills to become an effective and contributing board member. Students will gain a better understanding of how to provide active, informed and independent guidance when serving on a board and how they can position themselves for board membership opportunities.

Instructors

Facilitation for the Leadership Institute-Employee Engagement program is a combination of UTSA's award-winning College of Business faculty, and industry and subject matter experts, including:



Jonathan Clark, Ph.D., Assistant Professor of Management

Dr. Clark joined the UTSA faculty in 2015 after spending five years on the faculty at Penn State University. While at Penn State, he served as executive director of the Master of Health Administration program. He holds a Ph.D. in Health Policy/Management from Harvard Business School, and a master's degree from the Harvard School of Public Health. His undergraduate degree in economics is from Boston College.

Dr. Clark has research and teaching interests in strategic management, with specific interest in understanding how leaders can create the conditions under which individuals, groups and organizations do their best collective work. To date, his work has addressed issues broadly related to strategic leadership, organization design and organizational learning, with a special emphasis on how these issues play out in the health care industry. His research has been published in the *Academy of Management Journal*, *Health Affairs*, *Health Care Management Review*, *Leadership Quarterly*, *Management Science* and *Organization Science*. He is a member of the editorial advisory board of the *Health Care Management Review*.



Kathryn E. Keeton, Ph.D., Associate Director of Executive Education

Dr. Keeton joined the UTSA faculty in 2015 while still working as a contractor for NASA. Kathryn earned her undergraduate degree at The University of Texas in Austin and her masters and doctorate at the University of Houston in Industrial-Organizational Psychology. Dr. Keeton is a licensed psychologist in the state of Texas and her specialties include executive coaching, leadership, team development and entrepreneurship. Recognized in 2017 with a San Antonio Business Journal Women Leadership Award, Dr. Keeton is both a successful entrepreneur and associate professor for UTSA. She has authored and co-authored research publications on topics related to innovation, team development, employee engagement and leadership training.

Dr. Keeton is a member of the Society for Industrial Organizational Psychologists (SIOP), and the American Psychological Association (APA). She is on the boards for the Center for HealthCare Services and SA Reads; Dr. Keeton is also co-president of the League of Women Voters for the northern San Antonio unit.

**Matthew McCarter, Ph.D., Associate Professor of Management**

Dr. McCarter earned his BS in Management from Brigham Young University in Provo, Utah in 2005 and received a Ph.D. in Business Administration from the College of Business at the University of Illinois - Urbana in 2009. That same year, he became an assistant professor of management in the Argyros School of Business and Economics at Chapman University. While at Chapman, he was the youngest to hold the Wang-Fradkin Assistant Professorship, the university's highest faculty research award. In 2012, he received the Ascendant Scholar Award of the Western Academy of Management. In 2013, he moved to the College of Business of the University of Texas at San Antonio (UTSA). In 2015, UTSA awarded him early tenure and promotion to associate professor of management.

Dr. McCarter's primary research interest is managerial decision making with a particular interest in social dilemmas and collaboration problems in organizational settings. He bridges scholarly conversations by teaming with scholars in a variety of fields including: organizational behavior, operations management, strategic management, economics, experimental economics, managerial economics, finance, behavioral finance, healthcare management, quantitative psychology, social psychology and geography. His work studies strategies that organizations and other collectives may employ to increase effective decision making, trust, and pro-social behavior in a variety of business ventures (e.g. alliances, supply chains, public-private partnerships, work teams and communities).

**Bruce C. Rudy, Ph.D., Assistant Professor of Management, Senior Executive Director of the Center for Professional Excellence**

Dr. Rudy joined the UTSA faculty in 2011 after completing his Ph.D. in Strategic Management at the University of Texas at Austin. He has his undergraduate and master's degrees from the University of Texas in Austin and he holds a master's degree from the University of Michigan. Dr. Rudy's research interests are in strategic management and organizational theory with a focus on corporate political activity and corporate social responsibility. His research has been published in the Journal of Management, Global Strategy Journal and Business & Society.

Dr. Rudy has taught strategic management over the last seven years at the undergraduate, graduate and Executive MBA level. He has received the University of Texas System Regents' Outstanding Teaching Award and the College of Business Faculty Teaching Excellence Award.

**Michael McDonald, Ph.D., Associate Professor of Management**

Dr. Michael McDonald is an associate professor in the Department of Management at The University of Texas at San Antonio. He joined UTSA in 2010. He earned his Ph.D. in management from the University of Texas at Austin. He holds a B.A. in economics from Emory University.

Dr. McDonald teaches courses in strategic management and organization theory. He primarily studies executive leaders and corporate boards. His research has focused on how executives help one another to succeed, with a special emphasis on how CEOs' effectiveness can be influenced by the various kinds of help (e.g., advice on strategic issues) that they receive from CEOs at other firms. He has also published studies on board of director effectiveness and racial and gender diversity in corporate leadership.

Dr. McDonald's research has appeared in the *Academy of Management Journal*, *Administrative Science Quarterly*, and the *Strategic Management Journal*. He is a member of the editorial review board of the *Academy of Management Journal*.