

LEADERSHIP INSTITUTE



Governance

The University of Texas at San Antonio

UTSA Executive Education
College of Business

LEADERSHIP INSTITUTE

CERTIFICATE: GOVERNANCE

Through the UTSA Executive Education Leadership Institute, participants develop and enhance core skills that are fundamental to organizational success. Our certificate programs provide professional development, practical experience and tools to help participants improve organizational effectiveness.

Program Overview

Develop governance skills that are fundamental to top management success. Learn how to strengthen your leadership and communication skills, gain foundational knowledge of the corporate governance structure and put yourself on the path toward the c-suite and governance positions you aspire to. Our unique approach will help you explore your personal strengths and weaknesses, develop foundational knowledge of the corporate governance structure, and engage in mentorship opportunities with leaders from the local business community.

Our Governance track is built around nine core courses in leadership, strategy, and professional development. In addition to the core courses, three customized courses on governance are led by faculty expert Michael L. McDonald, Ph.D.

Eligibility

This Leadership Institute Certificate is open to all aspiring leaders in the San Antonio area who want to:

- **Develop** knowledge of the corporate governance structure
- **Learn** how to serve effectively in a board member capacity
- **Identify** tools for future board opportunities to employ these concepts

Commitment

The overall time commitment is estimated at 8-10 hours a month, including a 3.5 hour afternoon class once a month for 12 months. Applicants must commit to attending classes and completing all assignments. UTSA Continuing Education Units (CEUs) are available upon completion of the program.

Schedule

2020

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|---------------------|---------------------|
| • Thursday, Jan. 16 | • Wednesday, July 1 |
| • Thursday, Feb. 6 | • Wednesday, Aug. 5 |
| • Thursday, Mar. 5 | • Wednesday, Sep. 2 |
| • Thursday, Apr. 2 | • Thursday, Oct. 1 |
| • Thursday, May 7 | • Thursday, Nov. 5 |
| • Thursday, June 4 | • Thursday, Dec. 3 |

Location

Center for Professional Excellence, College of Business
Business Building (BB) 1.01.20
Main Campus, One UTSA Circle, San Antonio, TX 78249

Cost

The certificate cost varies based on the selected executive coaching experience and includes:

- Tuition
- Executive coaching package
- Course materials
- Parking at UTSA
- Gourmet snacks and refreshments

You will be asked to select a coaching experience during the online registration process:

- **Self-Reflection Experience**
\$5,999 For-Profit | \$5,499 Not-for-Profit
- **Goal-Focused Experience**
\$6,799 For-Profit | \$6,299 Not-for-Profit
- **Visioning Experience**
\$7,499 For-Profit | \$6,999 Not-for-Profit
- **Leadership Performance Experience**
\$8,999 For-Profit | \$8,499 Not-for-Profit

We offer a discounted rate to support and make training accessible to not-for-profit organizations and small businesses. Group discounts for all organizations are also available, contact us at execed@utsa.edu for more information.

Coaching

As a fundamental part of the Leadership Institute Certificate, executive coaching will help you realize your professional potential. Whatever your goal is in pursuing executive education, your coaching experience is the one-on-one component that will help you turn your goal into measurable outcomes.

Our coaching model uses a three-step process of self-discovery, self-evaluation and self-motivation. In addition to assessments and one-on-one sessions, our coaches use an evidence-based approach—which means that their recommendations come from a rich body of literature, which is backed by psychological research.

Registration

Register online: <http://bit.ly/2XNkcaS>



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The Leadership Institute Certificate is built around nine core workshops in leadership, strategy, and professional development. In addition to the core workshops, three customized governance workshops will build on core course content to wrap-up your certificate experience.

CORE WORKSHOPS

Organizational Strategy Workshops

JANUARY: Strategic Planning

FACILITATOR: Bruce C. Rudy, Ph.D.

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

FEBRUARY: Strategic Decision-Making

FACILITATOR: Bruce C. Rudy, Ph.D.

Decision-making is arguably the most important job of the firm's leaders, yet there are so many ways it can go wrong. During this workshop, you will consider the ways in which decision-making can go astray and opportunities for improving decision-making quality.

MARCH: Strategy Implementation: Creating a Problem Solving Organizational Culture

FACILITATOR: Bruce C. Rudy, Ph.D.

Strategy implementation refers to carrying out the activities within the firm, which are required to execute a strategy. This workshop considers how the organization's structure, culture and vision affect its ability to execute strategy.

Bruce C. Rudy, Ph.D.



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*. Rudy has taught strategic management 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.

Professional Development Workshops

APRIL: Managing Yourself and Leading Others

FACILITATOR: Kathryn Keeton, Ph.D.

This workshop uses a validated personality assessment and introspective exercises, to provide you with a better understanding of your strengths and weaknesses. These insights will help you to identify ways that you can be a more effective and influential leader.

Kathryn Keeton, Ph.D.



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, Keeton is both a successful entrepreneur and associate professor for

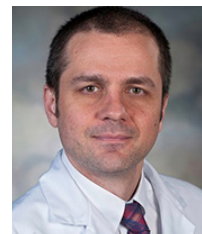
UTSA. She has authored and co-authored research publications on topics related to innovation, team development, employee engagement and leadership training. Keeton is a member of the Society for Industrial Organizational Psychologists (SIOP), and the American Psychological Association (APA).

MAY: Building Successful Teams

FACILITATORS: Kathryn Keeton, Ph.D. and Christopher Dayton, M.D.

To be successful, leaders need to maximize the performance of their teams. This session will engage you in the discussion of how leaders can **select, train** and **engage** their teams to help them become more cohesive, high functioning and high performing.

Christopher Dayton, MD



Dayton is a Clinical Assistant Professor at the University of Texas Health Science Centers in San Antonio Texas. He joined the division of Pulmonary and Critical Care Medicine in the Department of Medicine at UT Health San Antonio in 2014. Dayton has cultivated a diverse and rich experience base in clinical medicine, both in high

intensity and low intensity resource settings. His areas of expertise include: process improvement, health care provision in low resource settings, electronic medical record (EMR) driven early warning systems, point of care ultrasound, and simulation-based training.

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JUNE: Effective Communication

FACILITATOR: Chris Hajek, Ph.D.

As work responsibilities grow, communication skills become even more critical to your continued and future success. Drawing on communication tools and techniques, you will explore effective workplace conversations and consider how communication can overcome barriers of individual differences and group dynamics.

Chris Hajek, Ph.D.



Hajek's teaching and research are grounded in intergroup, intercultural and organizational communication in a variety of social and professional contexts. His areas of emphasis stem, in part, from his past work for CNN and The Associated Press in Rome and his Peace Corps teaching experience in Rwanda. In

addition, Hajek's teaching has been influenced by his experience as a trained mediator in community-based alternative dispute resolution. His latest research examines the roles of communication in the formation and management of individuals' entrepreneurial social identity, with special attention to gender and generational differences.

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The professors at UTSA bring a lot of value with both industry and educational experience. They really challenged us to think in different ways and helped us to plan the next steps that we need to take.

-- Leticia Mond, Zachry Corporation

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CUSTOM TRACK WORKSHOPS

JULY: The Essentials of Corporate Governance

FACILITATOR: Michael L. McDonald, Ph.D.

The Board of Directors plays a central role in corporate governance. The board is responsible for overseeing the integrity of a firm's financial reports, CEO selection and compensation, the formulation of company strategy, and company responses to external pressures (e.g., from activist investors). This session provides an overview of the foundational concepts of corporate governance and reviews the primary role of board members.

AUGUST: Making Corporate Boards More Effective and Accountable

FACILITATOR: Michael L. McDonald, Ph.D.

In a business climate where reports of an organization's missteps can happen in an instant, future board members must know how to ensure their boards are operating in an ethical and accountable way. This workshop covers the fundamental responsibilities of a board, and shares best practices that can help hold organizations accountable including risk management, succession planning, and crisis management.

SEPTEMBER: How You Can Serve—Becoming an Effective Board Member

FACILITATOR: Michael L. McDonald, Ph.D.

Effective boards start with effective board membership. To prepare you for future governance opportunities, this workshop extends the fundamental theories and practices of corporate governance using case studies and experiential exercises. Participants will engage in a rigorous yet balanced examination of corporate governance, strategy and compliance with the goal of preparing participants for their first board experience.

Michael L. McDonald, Ph.D.



McDonald is a professor in the UTSA College of Business, Department of Management. He teaches courses in strategic management and organization theory and primarily studies executive leaders. His research focuses on how executives help one another to succeed, and how CEOs' effectiveness can be

influenced by the various kinds of help from CEOs at other firms. He has also published studies on board of director effectiveness and racial and gender diversity in corporate leadership.

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Influence Workshops

OCTOBER: Inclusive Leadership

FACILITATOR: Myron Anderson, Ph.D.

Explore the Inclusive Leadership philosophy designed to maximize stakeholder contributions from the community or organization. The Inclusive Excellence prism will help frame research, provide insight and engage your understanding in activities where you can explore the nuances of Inclusive Leadership. Conclude your session by engaging with, tools and activities that you can use immediately to infuse Inclusive Leadership in your organization.

Myron Anderson, Ph.D.



Anderson is the vice president for Inclusive Excellence at UTSA. He comes from Metropolitan State University of Denver (MSU Denver) where he served as the associate to the president for diversity and a tenured professor in the School of Education. Anderson's leadership led to MSU Denver being a three-time recipient of the Higher Education Excellence in Diversity (HEED) "Diversity Champions" award. Anderson has published, designed and presented regional, national and international workshops, in the areas of student development, education technology, equity pedagogy, microaggressions, inclusive leadership, diversity and campus climate.

NOVEMBER: Leading Without Authority

FACILITATOR: Jonathan Clark, Ph.D.

This workshop focuses on leadership (with a small "l"), or influence that is exercised in one-to-one relationships based on work associations, task interdependence or even happenstance. Develop your capacity to lead to enhance your productivity.

Jonathan Clark, Ph.D.



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. His work has addressed issues broadly related to strategic leadership, organization design and organizational

learning, with a special emphasis on 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.

DECEMBER: Negotiations and Conflict Management

FACILITATOR: To be confirmed

Leaders must be able to negotiate with a variety of audiences, including employees, customers, suppliers and competitors. This workshop will provide you with insight into best practices when negotiating multi-stakeholder environments.

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The variety of instructors, the information we have received, the students involved—their questions, the interactions, the discussions and the relationships that have been formed have been phenomenal.

-- Bobby Rios, Bartlett Cocke General Contractors

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Executive Coaching

Executive Coaching with a trained coaching professional, can help you realize your professional potential through the development of a personalized career development plan with clearly defined goals. Much like the coach of a sports team, an executive coach will support and challenge you, as you pursue your full professional potential.

Our certified coaches provide a confidential and safe space to make you feel comfortable being open and honest during your one-on-one sessions. Through our coaching model, participants in the Leadership Institute engage in a three-step process: self-discovery, self-evaluation and self-motivation.



Your Coaching Experience

All of our coaching experiences create personal, meaningful and quantifiable outcomes. Your coaching experience includes:

- **Validated Assessments:** As part of the self-discovery phase, you will complete measures of personality and performance. Validated by academic research, you can feel confident in your reports, which can help predict important work outcomes on the job—including performance.
- **Objective Performance Assessment:** Using the Leadership Practices Inventory (LPI-360), you will gather objective evaluations from observers in your workplace. Your results will provide insight into your leadership style and performance on the job.
- **Personal Coaching Platform:** A secure online platform will capture your coaching experience. You and your coach will have access to your personal coaching page, where you can save all items from your experience (e.g. assessment results, notes, action items, goal tracking, communication, and more).
- **Coaching:** Our coaches are dedicated to building your experience before, during and after each meeting:
 - **Prep Work:** Your coach will reach out before each session to confirm your meeting, set session expectations and answer any questions you may have.
 - **Post-Work:** Your coach will capture summary notes from your session and make them available on your personal coaching page. They will also include specific actions for you to work on before your next session.
 - **Communication:** Your coach is available for follow-up, questions or communication between sessions, so that you have consistent support throughout your experience.
- **Resource Library Access:** Access to a repository of academic articles and readings that align with the topics and discussions in your coaching sessions. Topics include conflict management, goal setting, motivation, engagement, leadership and more.

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Executive Coaching Packages

	Self-Reflection	Goal-Focused	Visioning	Leadership Performance
LI Certificate Package	\$5,499 - \$5,999	\$6,299 - \$6,799	\$6,999 - \$7,499	\$8,499 - \$8,999
LI Bootcamp or Workshop Add-on	\$1,799	\$2,499	\$3,199	\$4,699
Validated Assessments				
Birkman Inventory	✓	✓	✓	✓
CliftonStrengths	✓	✓	✓	✓
LPI 360+ (x2)	✓	✓	✓	✓
Executive Coaching	3 hours	4.5 hours	6 hours	9 hours
One-on-one	2 sessions	3 sessions	4 sessions	6 sessions
Assessment Review	✓	✓	✓	✓
Goal Tracking		✓	✓	✓
Visioning			✓	✓
Performance Development				✓

Executive Coaches

Christy Hotard Rosenfeld, MBA



Hotard Rosenfeld is a Leadership Facilitator and Organization Development Specialist, designing and implementing development opportunities for teams, as well as coaching non-profit leaders and professionals in career transitions. Before pursuing her passion for training, facilitation and organization development,

Hotard Rosenfeld built a career in health care operations working for a Fortune 500 company as a dialysis clinic manager. Hotard Rosenfeld transitioned into preventative health care and spent two years managing health and wellness programs for HEB.

Dorinda Rolle, Ph.D.



Rolle is president of Rolle and Associates, a management consulting and training firm offering services to non-profit organizations and businesses in the areas of strategic planning, board development, corporate training, group facilitation, research and special projects. She has taught in the Industrial/Organizational Psychology

program at St. Mary's University, and the African American Studies Program at the University of Texas at San Antonio.

Rolle conducts executive coaching, leadership training and organizational development consulting.

Debbie Roos, SHRM-SCP



Roos is the founder of Simply People. She is a Gallup Certified Strengths Coach and is trained to coach entrepreneurs and intrapreneurs in Gallup's Builder Profile methodology. She works with teams of all sizes to help them understand their dynamics and leverage their teammates appropriately. Roos also works one-on-one

with executives, managers, and front-line contributors to set and achieve objectives, both professional and personal. A seasoned leader with over 25 years spent growing and developing people in organizations such as Accenture, USAA and HEB.

Matthew Scott, J.D.



Scott is the Founder and Lead Consultant of The Wired Group, an organizational and strategy consulting firm based in San Antonio. He works with leaders and staff teams of fifty people or less in San Antonio and the surrounding areas to help them to develop clarity of their mission, vision and values; align the team and roles around

goals for execution; and maximize talent and engagement across the staff. Scott also speaks and teaches leaders and staff teams on strategic planning, organizational alignment and leadership development.



Contact Us

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