

## UT Health San Antonio Long School of Medicine Executive Development Program (EDP) for Emerging Health Leaders

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The challenges of modern healthcare delivery mean that leading today's healthcare organizations requires more than the ability to treat patients. Health professionals in leadership roles need to combine clinical expertise with knowledge of the human, financial and organizational systems that enable healthcare delivery. Today's healthcare leader must also have the capacity to foster collaboration, cooperation and adaptation in a rapidly changing environment.

The Executive Development Program (EDP) for Emerging Health Leaders is a combined UT Health San Antonio Long School of Medicine and The University of Texas at San Antonio (UTSA), Carlos Alvarez College of Business initiative. The program provides comprehensive guidance, education and professional development to health professionals, as they pursue diverse domains of career emphasis and excellence.

Through participation in the program, participants will have the opportunity to:

- Strengthen leadership capabilities
- Enhance communication skills
- Develop an understanding of their strengths and weaknesses
- Gain an appreciation for the role of critical administrative functions in healthcare

The program provides a forum for health professionals to take the next step towards leadership through knowledge, experiences, and relationships that will positively affect how they perform their job, work with colleagues and team members, and care for their patients.

### Format

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Over a 12-month period, participants will actively participate in monthly, three-hour modules that include pre- and post-session assignments. An occasional module may be longer depending on the material to be covered.

Using skills acquired during class, participants will work on a small case study project that identifies a critical problem they are currently experiencing that touches on one or more topics covered in the EDP program. During the final class, students will then pitch their case study in smaller groups and a select subset of case studies will be reviewed in the larger class, identifying

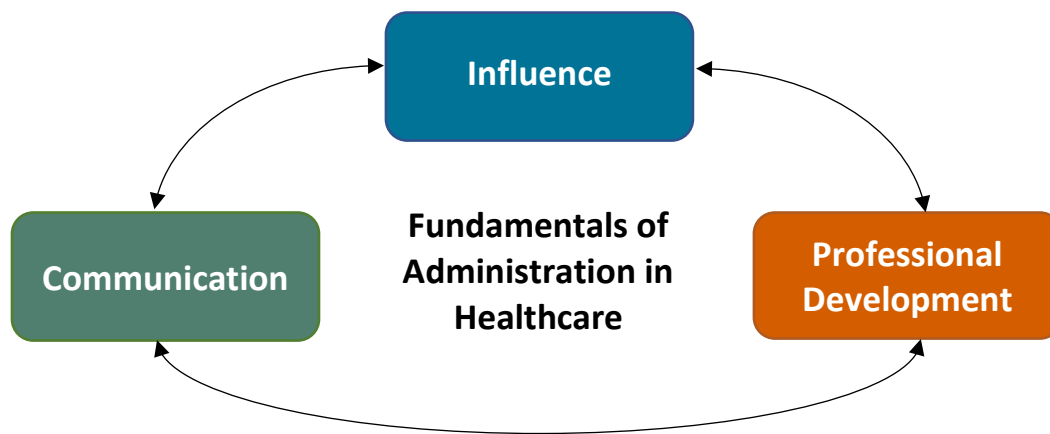
content themes from the EDP program as students share their perspectives and discuss potential solutions for the individual to consider implementing.

Award-winning faculty from within UTSA's Alvarez College of Business and local subject matter experts will lead each module. Sessions will be interactive and engaging, facilitating thought and discussion among participants to encourage deeper learning. Individual module facilitators may provide reading material, including articles, case studies and books, as preparatory material throughout the program.

## Program Content

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The EDP seeks to advance participants' knowledge, skills and abilities across four core areas: Communication, Influence, Professional Development and the Fundamentals of Administration. The program sessions align with these core domains to develop UT Health San Antonio's future healthcare leaders.



### Influence

- **Leadership**

This session will introduce participants to the practice of leadership. Special emphasis will be placed on developing understanding of leadership as an activity, rather than a role or position (e.g., leading without formal authority). There are two important distinctions presented and discussed: (i) the distinction between technical problems and adaptive challenges, and (ii) the distinction between leadership and authority.

- **Negotiation**

Healthcare leaders must be able to negotiate with a variety of audiences, including physician groups, clinical staff, administrators, vendors, employer coalitions, and unions. This session offers insights on best practices when negotiating multi-stakeholder environments.

- **Business of Healthcare**

Healthcare organizations cannot perform their healing mission without a positive financial margin, yet traditional economic principles often break down due to the complexities of healthcare. This session will discuss the economics of healthcare with an emphasis on how to apply these principles to improve the management of healthcare organizations.

- **Leading Through Change**

Organizational change is difficult, even for the most agile organizations. This session will discuss why organizational change is hard, how to create buy-in and overcome resistance to change and the steps required to implement a change program.

## **Communication**

- **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.

- **Conflict Management and Feedback**

To deliver positive patient outcomes, leaders in the healthcare industry depend on their people. This session helps to develop a personal plan to create an environment for positive feedback, develop one-on-one coaching skills and establish strategies for crucial conversations, as a way to support effective employee development.

## Professional Development

- **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.

- **Professional Coaching**

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 development goals. Ongoing coaching support is also available upon request.

- **Professional Individual Assessment**

Each participant will complete a personal assessment (including the California Personality Inventory and Hogan Assessment). 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.

## Fundamentals of Healthcare Administration:

- **Healthcare Accounting**

Healthcare leaders must have at least a basic understanding of financial concepts and applications, and be able to speak the language of business. This session covers the basics of financial statements and analysis, and financial planning (i.e., budgeting) as a strategic process.

- **Operations Management**

This session focuses on the basics of managing service operations, introducing a strategic approach to managing healthcare operations.

## Capstone Experience

- **Personal Case Study**

The program concludes with a personal case study for participants to synthesize their learning across sessions.

## Additional Program Specific Information

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### Dates and Times:

A welcome reception and orientation session for program participants will be held on **Thursday, Sep. 4, 2025**.

Program modules are usually on the third Thursday of every month for three-hours from 6–9 p.m. and dinner is provided.

2025	2026	
September 4 (orientation)	January 15	May 21
September 18	February 19	June 18
October 16	March 19	July 16
November 13	April 16	August 20
December 11		

At the conclusion of the EDP, participants will receive a certificate verifying completion of the program.

### Cost:

Participants are responsible for a **\$300 meal fee** (\$25 per person per session). UT Health San Antonio's Long School of Medicine will cover all program costs including tuition, textbooks, online course materials and UTSA parking.

### Location:

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

***Program is delivered in-person.***

### Participants:

This certificate program is only open to UT Health San Antonio Long School of Medicine **junior and mid-level faculty**, who are currently in academic leadership positions. Examples of academic leadership positions include, but are not limited to, roles serving as Clinic Director, Medical Director, Program Director or Division Chief.

## Facilitators:

Subject matter experts from within the university system, as well as external consultants/educators, will engage participants in thoughtful discussions and active learning.

## Homework Assignments / Applied Learning:

Assigned and relevant pre-reading and homework for each session will reinforce the concepts covered in class. Participants should anticipate approximately 6-8 hours a month for program-related activities, including the monthly session.

## Application Requirements

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To apply for the 2025-2026 Executive Development Program, complete the online application ([https://utsa.az1.qualtrics.com/jfe/form/SV\\_0GLDHn2jwpbGSoe](https://utsa.az1.qualtrics.com/jfe/form/SV_0GLDHn2jwpbGSoe)) by midnight on **Monday, June 23, 2025**. To complete your application, you will be asked to:

- Describe in 300 to 500 words, your responsibilities in your current leadership role(s).
- Describe in 300 to 500 words, your expectations as a result of participating in this program.
- Describe in 300 to 500 words, at least one leadership challenge you have experienced in your current position and how you addressed it.
- Submit a current CV.
- Submit a letter of recommendation from your Department Chair (not Division/Section Chief). The letter of recommendation must also include Departmental support indicating **guaranteed release time** during the scheduled course sessions listed in the announcement. Letters should be uploaded to: <https://forms.office.com/r/nuMXL9e924>
- The letter should be addressed as follows:

Joshua T. Hanson, M.D. (UT Health San Antonio)  
Bruce C. Rudy, Ph.D. (UTSA)  
Program Directors, Executive Development Program  
UT Health San Antonio  
7703 Floyd Curl Drive  
San Antonio, TX 78229-3900

***Please note: Applications cannot be saved, be prepared to complete the application in one sitting.***

The EDP Admissions Committee will review all applications and select a maximum of 20 participants.

Decisions announced **July 2025**.

## Program Contacts

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Program Directors:

### UT Health San Antonio

**Joshua T. Hanson, M.D., M.P.H., EMBA**

Associate Dean for Student Affairs & Leadership Training, Long School of Medicine

### UTSA

**Bruce C. Rudy, Ph.D.**

Associate Professor of Management

Program Coordinator:

For questions and additional information, please contact **Joshua Hanson** at [hansonj4@uthscsa.edu](mailto:hansonj4@uthscsa.edu).

## Facilitators

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



### Stephen Schwab, Ph.D., Assistant Professor of Management (UTSA)

Schwab is an assistant professor of management in the Carlos Alvarez College of Business at the University of Texas at San Antonio. He originally joined UTSA as a part-time lecturer in 2019 and became full time faculty after retiring from the Army in 2023. He has a Ph.D. in Managerial Science and Applied Economics with a focus in Healthcare Management from the University of Pennsylvania Wharton Business School. He is an organizational economist. His current research centers around workforce management and organizational performance with a specific focus on the role of interpersonal relationships play in maximizing performance.



### Chris Hajek, Ph.D., Professor of Communication (UTSA)

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.



### Francis Rosinia, MD, Professor of Management (UTSA)

Rosinia is a certified Executive Coach. His diverse background in healthcare and academia includes experience as a physician, entrepreneur, healthcare senior executive, and department chair. He now serves as a professor in the Alvarez College of Business at the University of Texas San Antonio. Through executive coaching, Dr. Rosinia shares his career insights to help achieve a balance between hard and soft skills, enabling them to excel and foster thriving organizational connections.





**Patrick Lee, M.S.A., C.P.A. Lecturer in Accounting (UTSA)**

Lee holds his Bachelor of Science in Accounting from the University of La Verne. He began his career at Deloitte and Touche, LLP as an external auditor. During that time, Lee completed his Master of Science in Human Sciences from Oklahoma State University and his Master of Science in Accounting from the University of Connecticut (AACSB Accreditation). Lee is currently a lecturer for the University of Texas at San Antonio (UTSA) in San Antonio, Texas. In his role at UTSA, Lee prepares students for the professional world by implementing a curriculum strategy that combines both theory-based learning and practical experiential learning opportunities. An innovator at heart, his classes drive the way the profession sees their role in the future and his students are prepared for the changes coming to the industry. In 2019, Lee was named to the CPA Practice Advisor's 40 under 40 list.



**Laural Logan-Fain, Ph.D., Vice President of Talent Management (LPGA)**

Logan-Fain is a visionary leader, dedicated facilitator, and strategic coach with a passion for aligning business objectives with people-centric solutions. For over two decades, Dr. Logan-Fain has been transforming organizational cultures by amplifying individual stories, fostering empathy, and driving engagement. Currently, she serves as the Vice President of Talent Management for the Ladies Professional Golf Association (LPGA). Before joining the LPGA, she spent over a decade with the San Antonio Spurs Basketball (Spurs Sports & Entertainment), culminating in her role as Associate Vice President of People Business Partnership. Dr. Logan-Fain earned a PhD in Educational Administration with a specialization from the University of Oklahoma, co-authoring two books and numerous articles. These experiences highlight her commitment to education, leadership, and mentorship.



**Bruce C. Rudy, Ph.D., Associate Professor (UTSA)**

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 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.



**Heather Staples, Ph.D., Assistant Professor of Practice (UTSA)**

Staples is an assistant professor of practice at UTSA with research and teaching interests in Management, Human Resources, Leadership, Teams, and Conflict. Staples is an active researcher focusing on positive organizational scholarship, generations in the workplace, and diversity issues in business. She previously worked as a human resources professional in various industries including retail, hospitality, financial, manufacturing, sports, biotechnology and healthcare.