LSOM Faculty Assembly Executive Committee Meeting Minutes
Thursday, May 3, 2018
7:00 - 8:00 AM

Executive Committee Members Present:
Ometeotl Acosta, MD, Gregg Bean, MD, Anh Dinh, MD, and Wieslaw Furmaga, MD
Dean: Robert Hromas, MD

I. Approval of Minutes

Minutes from the February 1, 2018 meeting were submitted and approved.

II. Proposed Amendments to the Bylaws

After working with each of the LSOM Standing Committee Supervising Deans and Chairs, Dr. Florence “Flossy” Eddins-Folensbee, Vice Dean for Undergraduate Medical Education and Thea Lyssy, Senior Project Manager presented the proposed amendments to the LSOM Faculty Assembly Bylaws to the Executive Committee. The Faculty Assembly Bylaws call for review at least every five years and were amended last on March 21, 2013. The proposed revisions are needed to codify new organizational structures and update the name of the school.

The executive committee approved the proposed amendments by quorum vote. The next step will be to send out the proposed amendments to the faculty assembly for review. Per the current bylaws, bylaw amendments must be submitted in writing to all members of the Assembly for 30 days prior to vote. After the 30-day review period, a ballot will be sent out to all members of the faculty assembly for voting. Approval of amendments requires affirmative votes of two-thirds of the ballots that are returned within 10 working days of the mailing and shall become effective immediately upon close of the 10-day voting period.

**The final draft of the proposed bylaw revisions was approved via email by quorum vote on July 6, 2018 and are shown at the bottom of this document after the minutes. The document includes an executive summary of the proposed revisions/additions, with rationale for the change. The remainder of the document provides a side by side comparison of the current bylaws and requested changes. Changes are highlighted and marked in a red font for easier review.**

III. Leadership Development Program

Dr. Hromas advised that a new Leadership Development Program has been launched. Details regarding this program were emailed to all LSOM faculty on May 2, 2018 and are attached below.

There being no further business the meeting was adjourned.
Minutes taken and transcribed by April Ainsworth.
PROPOSED REVISION SUMMARY

Bylaws of the Faculty Organization of the UT Health Science Center at San Antonio, Joe R. and Teresa Lozano Long School of Medicine

Presented to Medical Faculty Assembly Executive Committee for consideration on May 3, 2018

- **Update school name to align with official regent name**
  - *Bylaws of the Faculty Organization of The University of Texas Health Science Center at San Antonio, Joe R. & Teresa Lozano Long School of Medicine*

- **Approve use of abbreviated school name throughout document**
  - *Long School of Medicine (LSOM)*

- **Add Mission Statement of Long School of Medicine as *NEW* Article I.**

- **Renumber Articles throughout document with addition of Mission Statement.**

- **Article II. Organizational Bodies**
  - Article renamed from Names to Organizational Bodies.
  - Added reference to Long School of Medicine and Leadership Council

- **Article IV. LSOM Faculty Assembly**
  - **Section I. General Membership**
    - Updated to include all academic titles per HOP 3.1.1
  - **Section II. Voting Members**
    - Updated to include members who hold a faculty appointment at greater than 50% FTE
  - **Section III. Purpose and Responsibilities**
    - Added item A. Purpose and combined items A, B, and C under new item B. Responsibilities.
  - **Section IV. Officers**
    - **Item A. Officers**
      - Added details about select members of the Council (Center Directors) being able to also serve on the Assembly EC with requirements to serve as ex-officio members to the Council during term of service on Assembly EC.
    - **Item B. Roles and Responsibilities**
      - In second sentence, strike reference to four (4) standing School of Medicine Committees.
      - Replace with Long School of Medicine Standing Committees without reference to specified number.
      - Added, “The Assembly EC, in consultation with the Dean, shall endorse all membership nominations to LSOM Standing Committees.”
    - **Item C. Assembly Terms and Progression of Officers**
      - Added, “The basic science department faculty member representative will be elected by the Assembly for a term of five years.”
  - **Section V. Elections**
    - Added titles to clarify reference to Article VI. Faculty Senate, Section C. Election of Faculty Senators in last sentence.

- **Article V – School of Medicine Leadership Council**
  - *Added Leadership to title of council*
o Section I. General Membership
  ▪ Updated membership to reflect expanded membership.
  ▪ Add ex-officio memberships of Council members also serving on the Assembly EC in a role not
delineated in the general membership of the Council (i.e. Assembly Chair and Assembly
Representative)

o Section III. Purpose and Responsibilities
  ▪ Added Item A. Purpose, Item B. Responsibilities and combined former Items A, B, and C under new
Item B.

o Section IV. Officers
  ▪ Updated with current structure, “The Dean of the LSOM shall be the Chair of the Council. The
Executive Vice Dean shall serve as Chair of the Council in the Dean’s absence.”

o Section V. Meetings
  ▪ Item A, added clarifying statement, “Any of the following may convene a special meeting of the
Council:”
  ▪ Item D, revised required maintenance of Council minutes.

• Article VII – Standing Committees
  o Added new Section I. General Membership to clarify nomination process for membership in a committee.
  o Section II. Purposes and Responsibilities
    ▪ Revised purpose & responsibilities statement
    ▪ Revised listing of standing committees.
  o Section III. Meetings,
    ▪ Clarifying details and processes.
    ▪ Added detail about posting summary minutes on Assembly website to ensure confidentiality.
    ▪ Exceptions to Records and Reports requirement for the PTAC.
  o Section IV. Admissions Committee
    ▪ Revision of Appointment, Membership and Charge to match format of other committees
    ▪ Added statement of authority to Charge: The Admissions Committee is the body that shall uphold the
mission and vision of the Long School of Medicine in assembling a diverse class of highly qualified
medical students each year. The Admissions Committee has direct responsibility and final authority
to evaluate and admit medical students. This authority extends to all joint degrees of which the
Doctor of Medicine (M.D.) degree is part and includes admission with advanced standing.
  o Section V. Curriculum Committee
    ▪ Added appointment statement, “Members are appointed by the Dean from a slate of candidates
approved by the Assembly EC.”
    ▪ Corrected titles listed in voting membership to reflect current structure.
    ▪ Added statement of authority to Charge: The Curriculum Committee has the ultimate authority and
responsibility for central oversight of the medical education curriculum as a whole, including the
overall design, management, integration, evaluation and enhancement of a coherent and
coordinated curriculum.
  o Section VI. Student Progression & Promotion Committee
    ▪ Changed title of committee from Student Promotion to Student Progression & Promotion
    ▪ Added appointment statement, “Members are appointed by the Dean from a slate of candidates
approved by the Assembly EC.”
    ▪ Update of Item C. Charge to include, “Annually, the committee shall present M.D. degree candidates
to the Clinical and Basic Science Chair members of the Council for graduation certification.”
    ▪ Corrected titles listed in Ex-officio membership to reflect current titles/structure.
    ▪ Corrected titles listed in Executive Committee membership to reflect current titles/structure.
  o Section VII. Diversity Committee
    ▪ Renamed Diversity Committee to Diversity Advisory Council
    ▪ Revision of Appointment, Membership and Charge to reflect current titles/structure.
  o Section VIII. Faculty Promotion, Tenure and Appointment Committee (PTAC)
NEW Standing Committee Appointment, Membership and Charge ADDED.

- Article IX – Bylaw Amendments
  - Revised to provide a concurrent 30-day open review and voting period.
## Article I – Names
The names of the bodies constituted in this document shall be the School of Medicine Faculty Assembly (SOMFA) and the School of Medicine Faculty Council (SOMFC) of The University of Texas School of Medicine at San Antonio, hereinafter referred to as the Assembly and the Council.

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## Article II – Organizational Bodies
The organizational bodies addressed in this document shall be The University of Texas Health Science Center at San Antonio, Joe R. and Teresa Lozano Long School of Medicine, hereinafter will be referred to as the Long School of Medicine (LSOM).

The Long School of Medicine Faculty Assembly and Leadership Council of The University of Texas Health Science Center at San Antonio (UTHSCSA, dba, UT Health SA), hereinafter referred to as the Assembly and the Council respectively.
### Article II - Roles and Responsibilities

The Assembly shall act as the principal body for the development of policy for the School of Medicine subject to the Rules and Regulations of the Board of Regents of The University of Texas System. The Dean, as the chief administrative officer, is responsible for approval and implementation of all policy decisions, subject to the approval of the President of the Health Science Center. The Council shall consider any matters referred to it by the Dean and act as the advisory body to the Dean.

The Assembly and Council shall consider all matters that, directly and indirectly, affect the ability of the School of Medicine faculty to carry out with excellence their programs of teaching, research, and patient care service. These governing bodies may submit recommendations on any matters affecting the interests of the School of Medicine to the Dean for his action and transmittal to the President, the Chancellor, and/or Board of Regents.

### Article III - School of Medicine Faculty Assembly

#### Section I. General Membership

The Assembly shall consist of all members of The UT Health Science Center at San Antonio faculty appointed to the School of Medicine and holding the rank of Professor, Associate Professor, Assistant Professor, or Instructor.

#### Section II. Voting Members

Each Assembly member who holds a full time faculty appointment shall have one vote.

#### Section III. Purposes and Responsibilities

**A. Faculty and Academic Affairs:** The purpose and objectives of the Assembly are to foster, support, and maintain excellence in all aspects of medical education, research, and health service at the UT Health Science Center at San Antonio School of Medicine.

**B. Administrative Affairs:** The Assembly is formed in accordance with the Rules and Regulations of the Board of Regents of The University of Texas System and exercises its authority within those rules. Members of the Assembly shall exhibit an active interest in the progress and future of the School of Medicine and shall be charged with active participation in major planning for the School of Medicine and the campus as a whole. The Assembly shall accept responsibility for performing those functions essential to the furtherance and conduct of programs of excellence in all activities of the School. The Assembly is responsible for conducting elections to identify the School of Medicine representatives to the UTHSCSA Faculty Senate. The Assembly shall forward issues to the Faculty Senate that may affect the rights, privileges, responsibilities, and welfare of the faculty.

**C. Student Affairs:** Since the School of Medicine exists primarily as an educational endeavor, the members of the Assembly shall exhibit active interest in student affairs.

### Article IV - LSOM Faculty Assembly

#### Section I. General Membership

The Assembly shall consist of all persons appointed with any of the academic titles outlined in the UTHSCSA Handbook of Operating Procedures (HOP) 3.1.1 Academic Titles who are employed and salaried through a LSOM academic home.

#### Section II. Voting Members

Each Assembly member who holds a faculty appointment at greater than 50% FTE shall have one vote.

#### Section III. Purpose and Responsibilities

**A. Purpose:** The purpose of the Assembly is to foster, support, and maintain excellence in all aspects of LSOM faculty operations and meeting the LSOM mission.

**B. Responsibilities:** The Assembly is formed in accordance with the Rules and Regulations of the Board of Regents of The University of Texas System and exercises its authority within those rules. Members of the Assembly shall exhibit an active interest in the progress and future of the LSOM and shall be charged with active participation in major planning for the LSOM and the campus as a whole. The Assembly shall accept responsibility for performing those functions essential to the furtherance and conduct of programs of excellence in all activities of the School. The Assembly is responsible for conducting elections to identify the LSOM representatives to the UTHSCSA Faculty Senate. The Assembly shall forward issues to the Faculty Senate that may affect the rights, privileges, responsibilities, and welfare of the faculty.

*Note:* Items A, B, and C combined under B. Responsibilities.
1. The Assembly has responsibilities to establish, by example, and to maintain, by appropriate means, exemplary standards of ethical, moral, personal, and professional conduct by the student body.
2. Insofar as practical, and within the Rules and Regulations of the University and pertinent laws, the conduct and regulation of student activities other than those relating to academic matters shall be controlled by the students acting through their own organization and rules.
3. Consideration shall be given to insuring appropriate student representation on School of Medicine committees and in various functions as defined by the faculty bodies.

Section IV. Officers

A. Officers: The Officers of the Assembly shall be the Chair, Chair-Elect, Assembly Representative to the Council, and the Secretary/Treasurer. No two officers, for a particular term, may represent the same department. Members of the School of Medicine Faculty Council are not eligible to serve as Officers of the Assembly. In addition to the officers, a basic science department faculty member will hold a voting member position on the Faculty Assembly Executive Committee. This member will be elected by the faculty assembly for a term of five years.

B. Roles and Responsibilities: The Chair shall convene and preside over all meetings of the Assembly Executive Committee (hereinafter referred to as the SOMFA EC) and of the Assembly (regular and special meetings). The SOMFA EC, with the approval of the Dean, shall review and approve/disapprove the nominations submitted to the four (4) standing School of Medicine Committees. The Chair and the Assembly Representative are responsible for attending all Council meetings as voting members of the Council. The Chair-Elect shall preside over Assembly meetings.

Section IV. Officers

A. Officers: The Officers of the Assembly, herein referred to as the Assembly Executive Committee (Assembly EC), shall be the Chair, Chair-Elect, Assembly Representative to the Council, the Secretary/Treasurer, and a basic science department faculty member representative. No two officers, for a particular term, may represent the same department.

Select members (Center Directors) of the Council may be eligible to serve on the Assembly EC. Council members elected to the Assembly EC shall continue service to the Council as an ex-officio member with no vote in Council business during their term of service on the Assembly EC, with the exception of the faculty member elected to serve as the Secretary/Treasurer who shall serve a four-year term as an assembly officer. The elected faculty members serves as Secretary/Treasurer in year one, Assembly Representative in year two, Chair-Elect in year three and Chair in term year four. This faculty member shall be permitted to participate as a voting member on the Council intermittently while serving as Assembly Representative (term year two) and Chair (term year four) per Article V. School of Medicine Leadership Council, Section I. General Membership.

If the basic science department faculty member assembly representative, elected to a five-year term, is also a Center Director, the faculty member shall continue service to the Council as an ex-officio member with no vote in Council business during their term of service on the Assembly EC.

B. Roles and Responsibilities: The duties of the Assembly EC shall be to organize and develop the agenda for regular and special meetings of the Assembly and to focus the activities of the Assembly. The Assembly EC shall also oversee Assembly elections and may call a special election in the event of a vacancy of an Assembly Officer. The Assembly EC, in consultation with the Dean, shall endorse all membership nominations to LSOM Standing Committees.
The Chair shall convene and preside over all meetings of the Assembly EC and of the Assembly (regular and special meetings). The Chair and the Assembly Representative are responsible for attending all Council meetings as voting members of the Council. The Chair-Elect shall preside over Assembly and Executive Committee meetings in the absence of the Chair. The Chair-Elect shall attend the meetings of the Faculty Senate. The Secretary/Treasurer is responsible for the minutes of the Executive Committee and Assembly meetings and shall post them, in a timely fashion, to the Assembly website and shall also oversee the financial affairs of the Assembly. The recent Past-Chair of the Assembly EC will serve as an Ex-Officio member to the Assembly EC.

C. Assembly Terms and Progression of Officers: All terms of the Officers correspond to the UTHSCSA fiscal year of September 1 through the following August 31. The faculty member elected to serve as the Secretary/Treasurer shall serve a four year term as an Assembly Officer. The first year they will serve as the Secretary/Treasurer. They shall then serve as the Assembly Representative in term year two, Chair-Elect in term year three, and Chair in term year four. In the event of an Officer vacancy in mid-term, each remaining Officer will assume the role and responsibilities of the next progression of Officer’s position for the remainder of the term or until a special election can occur. The Chair will then appoint one of the remaining Officers to assume the Secretary/Treasurer role and responsibilities.

D. Assembly Executive Committee: The SOMFA EC shall be comprised of the Officers of the Assembly (Chair, Chair-Elect, Assembly Representative to the Council and Secretary/Treasurer) and the elected basic science department faculty member. The duties of the SOMFA EC shall be to organize and develop the agenda for regular and special meetings of the Assembly and to focus the activities of the Assembly. The SOMFA EC shall also oversee Assembly elections and may call a special election in the event of a vacancy of an Assembly Officer. The recent Past-Chair of the SOMFA EC will serve as an Ex-Officio member to the SOMFA EC.

Section V. Elections

A. Election of Assembly Officers: The Assembly shall elect the Secretary/Treasurer from its membership annually by the end of May. The Officer must be elected from the membership of the Assembly and will serve from September 1st of the elected year until August 31st of the fourth year.

B. Nomination and Election Procedures: The SOMFA EC shall serve as the Election Committee that oversees annual elections of the Assembly Secretary/Treasurer and the School of Medicine Faculty Senators, as well as the LSOM Faculty Senators, as well as special Assembly

*Note: Item D. combined with Items A & B*
special Assembly elections. The Election Committee shall determine the method of nomination of candidates, balloting, and ballot counting, and certifying the election. The call for nomination of candidates from and by the Assembly membership shall occur between March - April. A member of the Election Committee will be designated to confirm each nominee’s willingness to be a candidate. The slate of candidates will be developed from nominations received by the Election Committee, and a brief biosketch will be submitted from each candidate. The biosketches will be distributed to the members of the Assembly at least two weeks prior to the end of April using broadcast e-mail, Assembly website posting, and other notification, if deemed necessary. Additionally, a separate vote for identified nominees will be held to fill the basic science department faculty member position to replace the incumbent as the term expires or as needed. Voting will be allowed for a 15-day voting period, after which the Election Committee will certify the election prior to the end of May of a given year. Election procedures may be held in conjunction with those in Article V. C.

Section VI. Impeachment of Assembly Officers

A Petition for Impeachment of an elected officer of the Assembly is created when requested by at least 20 percent of the members of the Assembly. This written Petition for Impeachment shall be forwarded to the Dean of the School of Medicine. The Dean shall appoint an Impeachment Committee consisting of those members of the SOMFA EC who are not so named in the Petition for Impeachment. The Impeachment Committee shall determine the method of voting and will request a special poll for Assembly members to vote for or against impeachment. A vote of no confidence shall consist of at least 50 percent of the Assembly voting in the impeachment poll. If the Impeachment Committee certifies a vote of no confidence, the impeached officer’s appointment will be terminated immediately. The Impeachment Committee shall determine the method of notification of all parties regarding the voting results.

Section VII. Meetings

A. Regular Meetings: Regular meetings of the Assembly shall be convened by the SOMFA EC at least once a year and up to quarterly. The SOMFA EC shall meet monthly. Assembly members may submit items for any meeting agenda up to three days prior to the meeting. Proposed items for Assembly vote cannot be introduced unless submitted in writing to all members of the Assembly prior to the meeting.

B. Special Meetings: A special meeting of the Assembly shall be convened (a) at the direction of the Council, (b) upon request from the Dean, or (c) upon request of 10 percent or more of the members of the Assembly. Written notice of such special meetings with the agenda shall be sent to all Assembly members one week in advance of the meetings. The call for nomination of candidates, balloting, and ballot counting, and certifying the election. The call for nomination of candidates from and by the Assembly membership shall occur between March - April. A member of the Election Committee will be designated to confirm each nominee’s willingness to be a candidate. The slate of candidates will be developed from nominations received by the Election Committee, and a brief biosketch will be submitted from each candidate. The biosketches will be distributed to the members of the Assembly at least two weeks prior to the end of April using broadcast e-mail, Assembly website posting, and other notification, if deemed necessary. Additionally, a separate vote for identified nominees will be held to fill the basic science department faculty member position to replace the incumbent as the term expires or as needed. Voting will be allowed for a 15-day voting period, after which the Election Committee will certify the election prior to the end of May of a given year. Election procedures may be held in conjunction with those in Article VI. Faculty Senate, Section C. Election of Faculty Senators

Section VI. Impeachment of Assembly Officers

A. Impeachment Process: A petition for impeachment of an elected officer of the Assembly is created when requested by at least 20 percent of the members of the Assembly. This written petition for impeachment shall be forwarded to the Dean of the LSOM. The Dean shall appoint an Impeachment Committee consisting of those members of the Assembly EC who are not so named in the Petition for Impeachment. The Impeachment Committee shall determine the method of voting and will request a special poll for Assembly members to vote for or against impeachment. A vote of no confidence shall consist of at least 50 percent of the Assembly voting in the impeachment poll. If the Impeachment Committee certifies a vote of no confidence, the impeached officer’s appointment will be terminated immediately. The Impeachment Committee shall determine the method of notification of all parties regarding the voting results.

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A. Regular Meetings: Regular meetings of the Assembly shall be convened by the Assembly EC at least once a year and up to quarterly. The Assembly EC shall meet monthly. Assembly members may submit items for any meeting agenda up to three days prior to the meeting. Proposed items for Assembly vote cannot be introduced unless submitted in writing to all members of the Assembly prior to the meeting.

B. Special Meetings: A special meeting of the Assembly shall be convened (a) at the direction of the Council, (b) upon request from the Dean, or (c) upon request of 10 percent or more of the members of the Assembly. Written notice of such special meetings with the agenda shall be sent to all Assembly members one week in advance of the
meeting.

C. Quorum: Assembly members present at the meeting shall constitute a quorum for the transaction of Assembly business.

D. Rules and Procedure: Robert’s Rules of Order (Revised) shall govern the conduct of all meetings. Proxy voting is not authorized.

E. Records and Reports: A full set of minutes of each meeting of the Assembly shall be recorded, and a copy will be sent to the Dean of the School of Medicine for permanent filing. Minutes of the Assembly meetings will be posted on the Assembly website within one month of the meeting.

F. Guests: The Assembly Chair may invite faculty members or other interested parties to attend as guests. Assembly members or other interested parties may, upon written request addressed to the Assembly Chair, be granted permission for guests to attend a meeting of the Assembly. Such guests shall have the privilege of the floor but shall not have the right to vote.

Article IV - School of Medicine Faculty Council

Section I. General Membership
The Faculty Council shall consist of the Dean, all department chairs of the School of Medicine, the Assembly Chair and the Assembly Representative. The Vice, Associate and Assistant Deans of the School of Medicine are ex-officio members of the Council.

Section II. Voting Members
Each member of the Council shall have one vote. The ex-officio members may not vote or second motions.

Section III Purposes and Responsibilities

A. Faculty and Academic Affairs: The purpose and objectives of the Council are to foster, support, and maintain excellence in all aspects of medical education, research, and health service at the School of Medicine.

B. Administrative Affairs: The Council is formed in accordance with the Rules and Regulations of the Board of Regents of The University of Texas System and exercises its authority within those rules. Members of the Council shall exhibit active interest in the progress and future of the School of Medicine and shall be charged with active participation in major planning for the School of Medicine and the campus as a whole. The Council shall accept responsibility for performing those functions essential to the furtherance and conduct of programs of excellence in all activities of the School.

Article V - School of Medicine Leadership Council

Section I. General Membership
The Leadership Council shall consist of the Dean, Vice, Associate and Assistant Deans of the LSOM, along with all LSOM department chairs and center directors, the Assembly Chair, the Assembly Representative. Any member of the Council also serving on the Assembly EC in a role not delineated in the general membership of the Council (i.e. Assembly Chair and Assembly Representative) shall serve as an ex-officio member of the Council during their term of service on the Assembly EC.

Section II. Voting Members
Each member of the Council shall have one vote. Ex-officio members may not vote or second motions.

Section III. Purpose and Responsibilities

A. Purpose: The purpose of the Council is to foster, support, and maintain excellence in all aspects of medical education, research, and health service at the School of Medicine.

B. Responsibilities: The Council is formed in accordance with the Rules and Regulations of the Board of Regents of The University of Texas System and exercises its authority within those rules. Members of the Council shall exhibit active interest in the progress and future of the LSOM and shall be charged with active participation in major planning for the LSOM and the campus as a whole. The Council shall accept responsibility for performing those functions essential to the furtherance and conduct of programs of excellence in all activities of the School. Annually, the Clinical and
C. **Student Affairs:** Since the School of Medicine exists primarily for its educational endeavors, the members of the Council shall exhibit active interest in student affairs.

1. The Council has responsibilities to establish, by example, and to maintain, by appropriate means, exemplary standards of ethical, moral, personal, and professional conduct by the student body.
2. Insofar as practical, and within the Rules and Regulations of the University and pertinent laws, the conduct and regulation of student activities, other than those relating to academic matters, shall be controlled by the students acting through their own organization and rules.
3. Consideration shall be given to insuring appropriate student representation on medical school committees and in various functions as defined by the faculty bodies.

**Section IV. Officers**

The Officers of the Council shall consist of the Chair, the Vice Chair, and the Secretary. The Dean of the School of Medicine shall be the Chair of the Council. There shall be a Vice Chair and a Secretary elected annually by the Council from its membership. The duty of the Vice Chair is to serve as the Chair in their absence. It shall be the duty of the Secretary to record minutes of the Council meetings and to post them, in a timely fashion, to the Assembly website. The Council shall oversee annual election of the Council Vice Chair and Secretary.

**Section V. Meetings**

A. **Meetings:** The Council will have a regular monthly meeting. Any of the following may convene a special meeting of the Council: the Chair, upon request in writing from four members of the Council, or upon 25 percent of the Assembly. Written notice and the agenda will be distributed consistent with the urgency of the matter(s) at hand.

B. **Quorum:** A majority of the voting membership of the Council shall constitute a quorum for the transaction of Council business.

C. **Rules and Procedure:** Robert’s Rules of Order (Revised) shall govern the conduct of all meetings. Proxy voting is not authorized.

D. **Records and Reports:** A full set of minutes of each meeting of the Council shall be recorded, and a copy will be sent to the Dean of the School of Medicine for permanent filing. Minutes of the Council meetings will be posted on the Assembly website within one month of the meeting.

E. **Guests:** The Council Chair may invite faculty members or other interested parties to attend as guests. Council members or other interested parties may, upon written request addressed to the Council Chair, be granted permission for guests to attend a meeting of the Council.

Basic Science Department Chair members of the Council shall convene to certify M.D. degree candidates for graduation.

**Note:** Items A, B, and C combined under B: Responsibilities.
Article V - Faculty Senate

A. Purpose: In accordance with The UT Health Science Center at San Antonio Bylaws of the Faculty Senate, there are three major purposes for the Senate: 1) to contribute actively toward the goals and missions of the Institution for its ultimate benefit and improvement; 2) to provide a means for campus-wide communication among faculty of all the schools and departments, as well as between the faculty and the administration; and 3) to serve as the representative voice of the faculty of the University.

B. Representation: The faculty of each UT Health Science Center at San Antonio Schools (Medicine, Health Professionals, Dentistry, and Nursing) shall be represented in the Senate as stipulated through Senate Bylaws.

C. Election of Faculty Senators: The Chair of the Faculty Senate will inform the Assembly Chair of the number of Faculty Senate positions to be elected annually by the end of March. Senators will hold office for a term of three academic years. Balloting to determine Assembly representation to the Faculty Senate will be through vote of School of Medicine faculty members of the Assembly. Election procedures may be held in conjunction with other Assembly elections. (See Article III. Section V. Elections)

Article VI - Standing Committees

Section I. General Membership

Any Faculty member appointed at greater than 50% FTE who also meets the requirements of the committee is eligible to serve on a Standing Committee.

Faculty interest in committee service is elicited via an annual survey where faculty members can nominate themselves or a peer for a standing committee. Additionally, members of the Assembly EC, a faculty elected executive committee, may also submit recommendations for new members to each of the standing committees. The Assembly EC shall compile all recommendations and develop a list of nominees for consideration by each standing committee Chair and supervisory Dean, typically serving in an ex-officio role on a given standing committee.

The supervisory Dean and Chair of each standing committee shall oversee an equitable means of naming qualified replacements for current committee members completing a term of committee service. Once selections have been made, a final slate of candidates shall be returned to the Assembly EC for approval and presentation to the Dean.
Section I. Purposes and Responsibilities

There shall be the following standing committees: There are four (4) standing committees. The supervisory Dean and the chair of each standing committee shall recommend replacements for current members rotating off the committee in addition to the request sent out by the SOMFA Executive Committee regarding faculty interest. The SOMFA EC will review all submitted names and approve/disapprove these nominees with the approval of the Dean. The SOMFA EC may provide feedback and/or submit recommendations for new members to each of the four standing committees.

Section II. Meetings

A. Meetings: The committee will have regular meetings as determined by the Committee Chair. Special meetings of the committee may be convened by any of the following: the Committee Chair, upon request in writing from four members of the committee, the Assembly Chair, the Council Chair or the Vice Dean for Undergraduate Medical Education. Written notice and the agenda will be distributed consistent with the urgency of the matter(s) at hand.

B. Quorum: A majority of the voting membership of the committee shall constitute a quorum for the transaction of Council business.

C. Rules and Procedure: Robert’s Rules of Order (Revised) shall govern the conduct of all meetings. Proxy voting is not authorized.

D. Records and Reports: A full set of minutes of each meeting of the committee shall be recorded, and a copy will be sent to the Dean of the School of Medicine for permanent filing. Minutes of the committee meetings will be posted on the Assembly website within one month of the meeting.

Section III. Meetings

A. Meetings: The committee will have regular meetings as determined by the Committee Chair under advisement of the supervising Dean(s) (e.g., Associate Dean for Curriculum for Curriculum Committee, or Associate Dean for Faculty for PTAC). Any of the following may convene a special meeting of the committee: the Committee Chair, upon request in writing from four members of the committee, the Assembly Chair, the Council Chair or the respective committee supervising Dean(s). Written notice and the agenda will be distributed consistent with the urgency of the matter(s) at hand.

B. Quorum: A majority of the voting membership of the committee shall constitute a quorum for the transaction of committee business.

C. Rules and Procedure: Robert’s Rules of Order (Revised) shall govern the conduct of all meetings, when appropriate. Proxy voting is not authorized. Voting is conducted in a manner that meets individual committee needs, such as confidentiality.

D. Records and Reports: Minutes of each meeting of the committee shall be recorded, and a copy sent to the Dean of the LSOM for permanent filing.

In order to ensure confidentiality and appropriate handling of potentially sensitive information (i.e. student information), a summary of committee meeting minutes that excludes confidential information will be posted on the Assembly website within one month of the meeting. In the case of the LSOM Faculty Promotion, Tenure and Appointments Committee (PTAC), minutes are a templated report of actions and compiled voting results that are held confidentially by the PTAC supervising Dean, and are not sent nor posted otherwise.
E. Guests: The Committee Chair may invite faculty members or other interested parties to attend as guests. Committee members or other interested parties may, upon written request addressed to the Committee Chair, be granted permission for guests to attend a meeting of the committee. Such guests shall have the privilege of the floor but shall not have the right to vote.

Section III. Admissions Committee

Appointment: Members are appointed to a term of three years. The Dean shall appoint a Chair annually.

Membership: Faculty members are appointed by the Dean on the recommendation of the SOMFA Executive Committee. In situations where deemed necessary for efficient committee functioning, the Dean may extend or shorten the period of service by any committee member. The Admissions Committee consists of a Selection Subcommittee and an Interview Subcommittee. One or more faculty members from each department, at least 25 senior medical students, and 6 to 10 community physicians (appointed by the Dean) comprise the Interview Subcommittee. A group of at least 20 experienced members of the faculty are appointed by the Dean to form a Selection Subcommittee that evaluates individual applicants to decide on offering an interview, and ultimately final ranking for acceptance following the interview. The Interview Subcommittee members interview individual applicants and submit their narrative recommendations to the Selection Subcommittee. The Selection Subcommittee then evaluates the complete application including interview narratives and ranks the applicants for acceptance.

Charge: To interview medical school applicants and communicate their evaluations to the Selection Subcommittee for final discussion and ranking. Decisions are then communicated to the Dean of the School of Medicine.

Section IV. Admissions Committee

A. Appointment: Members are appointed by the Dean from a slate of candidates approved by the Assembly EC. Members are appointed to a term of three years. The Associate Dean of Admissions and Outreach shall appoint a Chair annually, who is approved by a majority vote of the members of the admissions committee. In situations where deemed necessary for efficient committee functioning, the Associate Dean for Admissions and Outreach may extend or shorten the period of service by any committee member.

B. Membership: The committee shall be comprised of approximately twenty-five members of the LSOM faculty. The majority of the members of the committee shall be comprised of current and active faculty members who are engaged in the life of the medical school community and its students. There should be a balance of clinical and basic science faculty. The diversity of the institution should be reflected in the membership of the committee. Students, housestaff, alumni and physicians in private practice and others will comprise a minority of the membership in the committee.

C. Charge: The Admissions Committee is the body that shall uphold the mission and vision of the LSOM in assembling a diverse class of highly qualified medical students each year. The Admissions Committee has direct responsibility and final authority to evaluate and admit medical students. This authority extends to all joint degrees of which the Doctor of Medicine (M.D.) degree is part and includes admission with advanced standing. The Admissions Committee has the following specific objectives:

- Screen all applicants for interview selections;
- Interview applicants;
- Review application documents and personal interview reports for final evaluation and acceptance decisions;
- Conduct periodic reviews of pre-requisites, admission criteria, and technical standards of the
Section IV. Curriculum Committee

Appointment: Members are appointed to a term of three years. The Dean shall appoint a Chair and Vice Chair annually. The Executive Committee consisting of Chair, Vice Chair, Vice Dean, Assistant Deans of Curriculum, and Curriculum Subcommittee Chairs sets agendas and ensures smooth flow of business.

Membership: Faculty members are appointed by the Dean on the recommendation of the School of Medicine Faculty Assembly Executive Committee. In situations where deemed necessary for efficient committee functioning, the Dean may extend or shorten the period of service of any committee member. Voting membership shall consist of six preclinical Module Directors/Discipline Coordinators, three Clerkship Directors, one 4th Year Course Director, three at-large teaching faculty, one Regional Academic Health Center teaching faculty, and three medical students. Ex-officio (non-Voting) membership consists of the Vice Dean for Undergraduate Medical Education, the Senior Associate Dean for Admissions, the Assistant Deans for Curriculum, the Assistant Dean for Students, the Assistant Dean for Academic Enhancement, the Assistant Regional Dean for Education (RAHC), the Assistant Dean for Student Diversity and Professional Development, one representative from the Office of Undergraduate Medical Education, and a representative from the Registrar’s Office.

Charge: Curriculum Committee is the body that provides central oversight and makes recommendations to the dean and dean delegates, for the overall design, management and evaluation of a coherent and coordinated curriculum. Specifically:

- Defines objectives which guide curricular content and provides basis of program evaluations for effectiveness
- Ensures that student formative and summative assessments measure outcomes linked to defined curricular objectives which students receive in a timely manner
- Defines types of patients, clinical conditions, level of responsibility, and appropriate settings for student experiences

Section V. Curriculum Committee

A. Appointment: Members are appointed by the Dean from a slate of candidates approved by the Assembly EC. Members are appointed to a term of three years. The Dean shall appoint a Chair and Vice Chair annually. An executive committee consisting of Chair, Vice Chair, Vice Dean, Assistant Deans of Curriculum, and Curriculum Subcommittee Chairs sets agendas and ensures smooth flow of business. In situations where deemed necessary for efficient committee functioning, the Dean may extend or shorten the period of service of any committee member.

B. Membership: Voting membership shall consist of six preclinical Module Directors/Discipline Coordinators, three Clerkship Directors, one Fourth Year Course Director, three at large teaching faculty, and four medical students. Ex-officio (non-Voting) membership consists of the Vice Dean for Undergraduate Medical Education, the Associate Dean for Admissions & Outreach, the Associate Dean for Curriculum, the Associate/Assistant Dean for Student Affairs, one representative from the Office of Undergraduate Medical Education, and a representative from the Registrar’s Office.

C. Charge: The Curriculum Committee has the ultimate authority and responsibility for central oversight of the medical education curriculum as a whole, including the overall design, management, integration, evaluation and enhancement of a coherent and coordinated curriculum. The Curriculum Committee has the following specific objectives:

- Define objectives which guide curricular content and provide basis of program evaluations for effectiveness;
- Ensure that student formative and summative assessments measure outcomes linked to defined curricular objectives which students receive in a timely manner;
- Define types of patients, clinical conditions, level of responsibility, and appropriate settings for student experiences;
• Incorporates opportunities for active learning, independent study, development of critical thinking and problem-solving, demonstration of ethical behaviors and practice of communication skills into pedagogies and assesses related student outcomes
• Ensures comparable educational experience across sites within a discipline
• Accesses expertise in curricular design, pedagogy, assessment and evaluation methods
• Utilizes national norms of accomplishment as a frame of reference
• Monitors content and workload in each discipline and identifies gaps and redundancies
• Evaluates both whole and component parts of the curriculum for achievement of medical education program objectives, revising curriculum continuously and with freedom from parochial, political or department pressures
• Establishes graduation requirements for M.D. candidates

Section V. Student Promotions Committee

Appointment: Members are appointed to a term of three years. The Dean shall appoint a Chair and Vice Chair annually.

Membership: Faculty members are appointed by the Dean on the recommendation of the School of Medicine Faculty Assembly Executive Committee. In situations where deemed necessary for efficient committee functioning, the Dean may extend or shorten the period of service by any committee member. Voting membership shall consist of three at-large teaching faculty, six teaching faculty from foundational curriculum, and six teaching faculty from clinical curriculum. Ex-officio (non-voting) membership consists of the Vice Dean for Undergraduate Medical Education, the Senior Associate Dean for Admissions, the Assistant Deans for Curriculum, the Assistant Dean for Students, the Assistant Dean for Academic Enhancement, the Assistant Dean for Student Diversity and Professional Development, and the Assistant Regional Dean for Education (RAHC). The Vice Dean for Undergraduate Medical Education can call a special meeting in addition to those already specified. An Executive Committee of Chair, Vice Chair, Vice Dean for Undergraduate Medical Education, Assistant Dean for Students, Assistant Dean for Academic Enhancement, and Assistant Dean for Student Diversity and Professional

Section VI. Student Progression & Promotion Committee

A. Appointment: Members are appointed by the Dean from a slate of candidates approved by the Assembly EC. Members are appointed to a term of three years, except in times that a member is required for a vacated position. In the case of a vacated position, the member appointed in replacement serves out the remaining term. The Dean Shall appoint a chair for a term of two years. In situations where deemed necessary for efficient committee functioning, the Dean may extend or shorten the period of service by any committee member.

B. Membership: Voting membership shall consist of three at-large teaching faculty, six teaching faculty from foundational curriculum, and six teaching faculty from clinical curriculum. Ex-officio (non-voting) membership consists of the Vice Dean for Undergraduate Medical Education and deans from Student Affairs, Curriculum and Admissions in the Office of Undergraduate Medical Education, and a representative from the Registrar’s Office. An executive committee of Chair, Vice Dean for Undergraduate Medical Education and relevant deans from the Office of Undergraduate Medical Education sets agendas and ensures smooth flow of business.
Development to set agendas and ensure smooth flow of business.

**Charge:** The Promotions Committee is charged with review of the academic progress and professional development of each student during all components of the four year medical education program, making recommendations to the dean and dean delegates. The Committee has primary responsibility for recommending for graduation only those candidates who have satisfactorily completed all graduation requirements and demonstrated the professional conduct appropriate for a physician.

Specifically:
- Reviews all final grades, evaluations and scores for each student failure and endorses or recommends exceptions to the remedial and/or repeat guidelines
- Tracks individual progress for each student for whom a final a final grade of “F” has been recorded for the remainder of the student’s educational program
- Tracks progress of individual students on LOA or independent study
- Endorses or recommends exceptions to the academic action guidelines (including warning, probation, suspension, or dismissal) for students failing to meet pre-set milestones for satisfactory progression
- Recommends promotion (and graduation) for qualified students
- Ensures that students recommended for graduation meet professional standards of conduct for physicians
- Monitors and advises regarding breaches of professionalism

Section VI. Diversity Committee

**Terms of Appointment:** Members are appointed to a term of three years on a staggered schedule with one-third of the committee completing a term of service annually. In situations where deemed necessary for efficient committee functioning, the Medical Dean may extend or shorten the period of service by any committee member. The Associate Dean for Faculty and Diversity serves as Chair.

Section VII. Diversity Advisory Council (DAC)

**A. Appointment:** Faculty members, staff, house staff and students are appointed by the Dean from a slate of candidates approved by the Assembly EC.

The appointed faculty members of the DAC serve three-year staggered terms with one-third of the committee competing their term of service annually. Appointments to replace members, whose terms have expired, are held annually. Faculty appointments to the DAC may serve two successive terms and, thereafter, only following an interval of three years after the completion of the second term. The LSOM Student Body elects the medical student member annually. The Vice Dean for Inclusion and Diversity and the Director for Health Promotion and Research will serve on the DAC as long as he/she holds this position.
**Membership:** Faculty members, staff, house staff and students are appointed by the Dean after consideration of interest survey responses, equitable representation, and School of Medicine Faculty Assembly Executive Committee approbation.

**Charge:** The Committee shall have the responsibility to advise and assist the Associate Dean for Faculty and Diversity in developing, updating and supporting policies and programs that advance diversity and inclusion related to the School of Medicine faculty, staff, students and other trainees, and in particular, regarding recruitment, hiring, retention and promotion. The Diversity Committee will be responsible for interacting with and have representation within all other standing committees. This Committee reports through the Associate Dean for Faculty and Diversity to the Medical Dean and the School of Medicine Faculty Assembly.

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<tr>
<th>Section VIII. Faculty Promotion, Tenure, and Appointments Committee (PTAC)</th>
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<tr>
<td><strong>A. Appointment:</strong> Members are appointed to a term of three years on a staggered schedule with one-third of the committee completing a term of service annually. PTAC members can serve two consecutive three-year terms at maximum before a three-year break in service is required before being selected to serve again. In situations where deemed necessary for efficient committee functioning, the PTAC supervising Dean may extend or shorten the period of service by any committee member. The Chair and Vice Chair of the Committee are selected and appointed annually by the Dean together with the PTAC supervising Dean and are from among the experienced PTAC members who agree to serve up to two additional years. Joining the LSOM PTAC will include a 1-2 year additional commitment to serve on an informal post-PTAC CV/career Advisory Panel for LSOM individual faculty and departments seeking advice.</td>
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<tr>
<th><strong>B. Membership:</strong> DAC membership is comprised of appointed faculty members selected by the Vice Dean for Inclusion and Diversity, one trainee, one staff and one student representative.</th>
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<tr>
<td><strong>C. Charge:</strong> The DAC is a Standing Committee of the LSOM, Office of Inclusion and Diversity. The specific charge of the DAC includes:</td>
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<tr>
<td>• Identify and implement a broad range of activities directed to increasing faculty diversity.</td>
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<tr>
<td>• Work with the Faculty Promotion, Tenure &amp; Appointments Committee (PTAC) to assure appropriate processes are in place for enhancing diversity in faculty recruitment, promotion, and award of tenure.</td>
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<tr>
<td>• Liaison with the Office of Inclusion and Diversity in matters relating to faculty diversity.</td>
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<tr>
<td>• Meet on a monthly schedule, or more often as necessary, to accomplish its charge. Interim meetings may be called at any time by the Chairperson or at request of three or more members.</td>
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<tr>
<td>• Form ad hoc subcommittees as may be necessary to accomplish its charge effectively.</td>
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<td>• Make regular oral reports to the Office of Inclusion and Diversity and provide a report summarizing its activities at least once each year at an Assembly meeting.</td>
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<td>• Before a department initiates a new search or appointment, a DAC member will meet with the chair of the faculty search committee on an as needed basis to discuss recruitment strategies.</td>
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<tr>
<td>• The DAC department representative will meet with his/her department chair annually to discuss recruitment strategies based on the Office of Inclusion and Diversity goals regarding faculty diversity.</td>
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</tbody>
</table>
Section VII. Ad Hoc Committees
Ad Hoc Committees are created by the Dean who will appoint the members and Chair of each Ad Hoc Committee. The Dean will give each Ad Hoc Committee its charge at the first scheduled committee meeting. The committees shall not exist beyond the academic year in which appointed, unless specifically appointed by the Dean for a longer period.

Section VIII. Accountability
Committee Chairs shall submit a written report to the Chair of the Assembly and/or the Dean upon request.

Article VII – Jurisdiction

Section I. Protests of Council Action
Members of the Assembly may submit to the Assembly Chair, in a timely manner, individually signed protests concerning Council action. If such protests concerning any given item are received from at least 20 percent of the Assembly, the Assembly Chair must present the protested item for reconsideration by the Council at the next regularly scheduled meeting.

Section II. Repeal of Council Action
In the event that protested Council action is upheld, it shall be the prerogative of the Assembly to affirm, modify, or rescind the contested Council action by a three-fourths vote of the entire Assembly membership.

B. Membership: The PTAC membership will be consistent with the written LSOM PTAC Standard Operating Procedures. Faculty members are appointed by the Dean in consultation with the PTAC supervising Dean and the current LSOM PTAC Chair after consideration of the following: Department Chair recommendation of faculty members, Department Chair vetting of faculty members expressing interest in PTAC service; the types of committee representation needed to complement attributes of the remaining committee membership, including equitable representation of the basic science and clinical science departments; equitable representation of the department faculty as a whole; inclusion and diversity considerations to the extent possible to eliminate bias regarding faculty gender/race/ethnicity; and Associate Professor versus Professor rank as well as tenure versus nontenure appointed faculty representation aligned with PTAC review policy needs.

C. Charge: The PTAC shall be responsible for conducting all faculty PTAC operations required by the UT Health Handbook of Operating Procedures. All LSOM PTAC operations will be consistent with the written LSOM PTAC Standard Operating Procedures. The PTAC operations are conducted under the oversight and reporting authority of the LSOM Dean responsible for faculty operations. The PTAC serves advisory and reporting roles to the LSOM Dean and ultimately the UT Health SA President about LSOM PTAC operations.

Section IX. Ad Hoc Committees
Ad Hoc Committees are created as needed by the Dean, who will appoint the members and Chair of each Ad Hoc committee. The Dean shall give each Ad Hoc committee its charge at the first scheduled committee meeting. The committees shall not exist beyond the academic year in which appointed, unless specifically appointed by the Dean for a longer period.

Section X. Accountability
Committee Chairs shall submit a written report to the Chair of the Assembly and/or the Dean upon request.

Article VIII – Jurisdiction

Section I. Protests of Council Action
Members of the Assembly may submit to the Assembly Chair, in a timely manner, individually signed protests concerning Council action. If such protests concerning any given item are received from at least 20 percent of the Assembly, the Assembly Chair must present the protested item for reconsideration by the Council at the next regularly scheduled meeting.

Section II. Repeal of Council Action
In the event that protested Council action is upheld, it shall be the prerogative of the Assembly to affirm, modify, or rescind the contested Council action by a three-fourths vote of the entire Assembly membership.
Article VIII - Bylaws Amendments
Amendments to these Bylaws may be proposed and submitted in writing by any member of the Assembly at a regular meeting of the SOMFA EC, by SOMFA EC action, by Council resolution, or by petition of twenty-five percent of the members of the Assembly membership. Proposed amendments are to be placed on the agenda of the following regular meeting of the SOMFA EC for discussion and vote. Upon a two-thirds vote of the Officers of the Assembly, the proposed amendment is submitted in the form of secret ballot by the Chair of the Assembly to all members who have voting privileges. Amendments will be submitted in writing to all members of the Assembly for at least 30 days prior to such a vote. Approval of amendments requires affirmative votes of two-thirds of the ballots that are returned within 10 working days of the mailing and shall become effective immediately. The SOMFA EC shall review the Bylaws every five years. When major revisions are deemed necessary, the SOMFA EC will recommend that the Dean appoint an Ad Hoc Bylaw Committee.

Article IX - Bylaws Enactment
The provisions of this instrument shall become effective upon its adoption by a majority vote of the Assembly membership.

Article IX - Bylaws Amendments
Amendments to these Bylaws may be proposed and submitted in writing by any member of the Assembly at a regular meeting of the Assembly EC, by Assembly EC action, by Council resolution, or by petition of twenty-five percent of the members of the Assembly membership. Proposed amendments are to be placed on the agenda of the following regular meeting of the Assembly EC for discussion and vote. Upon a two-thirds vote of the Assembly EC, the proposed amendment is submitted in the form of secret ballot by the Chair of the Assembly to all members who have voting privileges. Approval of amendments requires affirmative votes of two-thirds of the ballots that are returned within 30 days of the mailing and shall become effective immediately. The Assembly EC shall review the Bylaws every five years. When major revisions are deemed necessary, the Assembly EC may recommend the Dean appoint an Ad Hoc Bylaw Committee.

Article X - Bylaws Enactment
The provisions of this instrument shall become effective upon its adoption by a majority vote of the Assembly membership.
Three Step Leadership Development Program Announcement

UT Health San Antonio is pleased to announce the creation of the Leadership Development Program, a comprehensive educational initiative designed to foster leadership and management skills in three steps for faculty at every level of leadership and management.

We recognize that healthcare is currently facing novel and complex issues that require astute and innovative solutions. Such solutions will require new ways to approach old problems, and novel training to identify those new approaches. Healthcare providers know firsthand these issues and would also be in the best position to solve them. Thus, health care providers need to become leaders as well as caregivers. Thus, in conjunction with UTSA College of Business and the UTSA Center for Professional Excellence, educational programs have been created and specifically designed for the growth and development of our healthcare leaders in academic medicine. The first step is the one day Rising Leaders Workshop, the second step is the Executive Development Program at UTSA School of Business, and the third step is the Executive MBA program at UTSA. While these programs are housed in the Long School of Medicine, faculty from all UT Health SA Schools are welcome to participate. Faculty may join the program at any step, and do not have to complete each step

The Rising Leaders Workshop is a one day event May 31, 2018 in the Emergency Medicine lecture hall, 4th Floor, 482L. Organized by Dr. Phil Luber of the Department of Medical Education, Long School of Medicine, in conjunction with the University of Texas System, this one-day program contains the basic principles of leadership for faculty of any rank and any leadership experience. While organized by the LSOM, faculty from all HSC Schools are welcomed. Preparation for the workshop includes selected readings on leadership, a primer on finance, and the DISC Evaluation of Behavioral Styles. There is no application, and there is no tuition. However, because of limitations on materials and space, please register with Phil Luber at luber@uthscsa.edu. This Workshop will be held annually.

The Executive Development Program for Emerging Health Leaders (EDP) is a joint program with UTSA College of Business designed for junior and mid-level HSC faculty already serving in some position of leadership. Examples of such positions include but are not limited to clinic director, hospital unit medical director, post-graduate or undergraduate program director, or division chief or vice chief. Any terminal healthcare degree is appropriate. This program consists of 3-hour sessions once a month over twelve months. The curriculum combines business-related lectures, readings, group discussions, team projects, and presentations. Topics include leadership principles, conflict resolution, strategic planning, and financial management. It provides participants the opportunity to develop leadership and management skills in four core areas of expertise: communication, influence, career leadership development, and the fundamentals of administration. While organized by the LSOM, faculty from all HSC Schools are welcomed. This annual program requires an application, and it is anticipated that there will be 15-20 attendees in this program. Tuition is normally $7,500, but will be covered by the relevant School of the accepted participant. The application is short and defined in the attached program summary, Applications should be submitted to Debbie Schwartz at schwartz@uthscsa.edu. This program is coordinated by Dr. Ramon Cestero of the Department of Surgery. Deadline for application is midnight, June 1, 2018.

The UTSA Executive Master of Business Administration for Healthcare Leaders (EMBA) is designed for senior HSC faculty currently in the management positions. Examples of such positions include but are not limited to center or institute director, division chief, department chair or vice-chair, associate or vice dean, associate or assistant vice president. Any terminal healthcare degree is appropriate. This complete Master’s Degree program consists of five semesters (21 months) and includes 14 required courses (43 credit hours). Taught by UTSA College of Business faculty, the UTSA EMBA extends the standard Executive MBA curriculum into the healthcare industry, with the goal of complementing specialized healthcare expertise with general business knowledge and leadership skills. There will be a special emphasis on health data analytics and security, areas of expertise at UTSA. While organized by the LSOM, faculty from all HSC Schools are welcomed. The UTSA EMBA tuition will be covered by the relevant School of the accepted faculty. It is anticipated that there will be 5-10 positions in this program annually. The application is attached, and should be submitted to Debbie Schwartz at schwartz@uthscsa.edu. This program is also coordinated by Dr. Ramon Cestero of the Department of Surgery. Deadline for applications is midnight, June 1, 2018.
Rising Leaders Workshop: An Introduction to the Principles of Leadership In Academic Healthcare

The Department of Medical Education, Long School of Medicine, in conjunction with the University of Texas System, offers a one day workshop on basic principles of leadership for faculty. Preparation for the workshop includes selected readings on leadership, a primer on finance, and the DISC Evaluation of Behavioral Styles. In the morning session, Tony Cucolo, Associate Vice Chancellor, presents on Leadership in UT System; Robert Hromas MD, Dean of the School of Medicine, presents on Change Management; and Byron Hepburn MD, Director of the Military Health Institute, presents on Leadership When the Stakes are high: Medicine, Aviation and the Military. Andrea Marks MBA, VP and CFO UT Health SA, discusses financing the mission. Three presentations follow on the challenges of current large scale change in the three pillars of academic medicine: research, clinical care, and education. A panel of diverse leaders on campus then present challenging situations they have faced as leaders. The afternoon sessions focus on Self-Leadership. Deb Conway MD, Associate Dean for UME Curriculum, discusses the need for emotional intelligence to understand oneself and the members of the team in order to lead effectively. Suzanne Farmer from UT Southwestern then works with the participants to understand their individual DISC profiles, with the goal of enhancing their ability to work with and lead others with different behavioral styles at work.
# RISING LEADERS WORKSHOP

*Thursday, May 31, 2018*

*Presented by the UT Health San Antonio, Long School of Medicine (LSOM), Department of Medical Education and Office of Faculty Life, in conjunction with the University of Texas System*

**Location:** Long School of Medicine, Emergency Medicine lecture hall, 4th Floor, 482.L

## AM SESSIONS

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<tr>
<th>TIME</th>
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<tr>
<td>7:30 - 8:00am</td>
<td>Registration &amp; Continental Breakfast</td>
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</table>
| 8:00 – 8:15am | Introduction to the Workshop & Sponsors       | M. Philip Luber MD  
Chair, Department of Medical Education, LSOM, UT Health San Antonio  
Tony Cucolo  
Associate Vice Chancellor for Leadership & Veterans Affairs, UT System  
Jacqueline Mok PhD  
Vice President for Academic, Faculty & Student Affairs, UT Health San Antonio  
Janet Williams, MD  
Associate Dean for Faculty, LSOM, UT Health San Antonio |
| 8:15 – 9:00am | Leadership in the UT System                      | Tony Cucolo  
Associate Vice Chancellor for Leadership & Veterans Affairs, UT System |
| 9:00 – 9:45am | Change Management                                | Robert Hromas, MD  
Dean, LSOM, UT Health San Antonio |
| 9:45 – 10:00am | BREAK                                            |                                                                             |
| 10:00 – 10:30am | Leading in a Complex Environment                | Byron Hepburn, MD  
Director, Military Health Institute, UT Health San Antonio |
| 10:30 – 10:45am | Financing Our Mission                           | Andrea Marks, MBA, CPA  
Vice President & Chief Financial Officer, UT Health San Antonio |
| 10:45 – 11:30am | Three Pillars of Academic Healthcare           | Kenyatta Lee, MD  
Chief Quality Officer, UT Health Physicians  
Adriana Segura, DDS  
Associate Dean for Student Affairs, School of Dentistry, UT Health San Antonio  
Jennifer Potter, PhD  
Associate Dean for Research, LSOM, UT Health San Antonio |
| 11:30 – 11:45am | TRANSITION TO LUNCH PANEL                        |                                                                             |
# RISING LEADERS WORKSHOP

Thursday, May 31, 2018

Presented by the UT Health San Antonio, Long School of Medicine (LSOM), Department of Medical Education and Office of Faculty Affairs, in conjunction with the University of Texas System

**Location:** Long School of Medicine, Emergency Medicine lecture hall, 4th Floor, 482.L

## PM SESSIONS

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<th>TIME</th>
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| 11:45 – 1:00pm| Lunch Panel: Challenging Moments in Leadership                     | Sunil Ahuja, MD  
Director, STVHCS Center for Personalized Medicine; Professor of Medicine, Microbiology, Immunology & Molecular Genetics/Biochemistry, LSOM  
David Byrd, PhD  
Associate Dean, School of Nursing, UT Health San Antonio  
Luci Leykum, MD  
Chief, Division of General & Hospital Medicine; Professor, Dept of Medicine, LSOM  
Carlos Roberto Jaen, MD  
Professor & Chair, Dept of Family & Community Medicine, LSOM |
| 1:00 – 1:30pm | NETWORKING BREAK                                                   |                                                                              |
| 1:30 – 2:15pm | Leadership, Self-Leadership and Emotional Intelligence             | Deborah Conway, MD  
Professor & Interim Chair, Dept of Obstetrics & Gynecology; Associate Dean for Curriculum; LSOM |
| 2:15 – 4:15pm | Utilizing the DISC Personality Profile                            | Suzanne Farmer, PhD  
Assistant Vice President of Talent Management & Chief Learning Officer; UT Southwestern |
| 4:15 – 4:30pm | Workshop Wrap Up & Evaluation                                     | Sylvia Botros-Brey, MD  
Associate Professor, Dept of Urology, LSOM  
Yvonne Covin, MD  
Assistant Professor, Dept of Medicine, LSOM  
M. Philip Luber MD  
Chair, Department of Medical Education, LSOM, UT Health San Antonio |
UTSA
EXECUTIVE MBA
FOR HEALTH PROFESSIONALS
UTSA EXECUTIVE MASTER OF BUSINESS ADMINISTRATION (EMBA) FOR HEALTH PROFESSIONALS

PROGRAM OVERVIEW
UT Health San Antonio Long School of Medicine is accepting applications for the new University of Texas at San Antonio (UTSA) Executive MBA (EMBA) for Health Professionals program launching in Fall 2018. Taught by award-winning UTSA College of Business faculty, this program is for senior health professionals interested in further developing their business and leadership skills. The UTSA EMBA for Health Professionals extends the standard EMBA curriculum into the healthcare industry, with the goal of complementing specialized healthcare expertise with general business knowledge and leadership skills.

ELIGIBILITY
This program is for senior UT Health San Antonio Long School of Medicine faculty, who are currently in the management positions of Division Chief, Department Vice-Chair, Associate Dean or Department Chair.

COMMITMENT
The UTSA EMBA is a 21-month (five-semester) master’s degree program and includes 14 required courses (43 credit hours). Sessions are held at the Center for Professional Excellence, College of Business, Business Building (BB) 1.01.20.

SCHEDULE
Cohorts start in August and typically meet on Friday afternoon from 1–5 p.m. and Saturday from 8 a.m.–5 p.m. every other week. Visit business.utsa.edu/cpe-emba/program for the tentative course schedule.

COST
UT Health San Antonio Long School of Medicine will cover 100 percent of the cost of tuition, textbooks, course materials, individual sessions with an executive coach, and parking at UTSA.

APPLICATION
Deadline for complete submissions is 5 p.m. on Friday, June 1, 2018; a maximum of 10 spaces are available. If interested, please submit the following information electronically to Debbie Schwartz (schwartz@uthscsa.edu).
- Completed UTSA EMBA paper application form (request form from schwartz@uthscsa.edu)
- Current CV
- A 1000 word (or less), personal statement describing personal and professional goals, as well as reasons for pursuing the UTSA EMBA for Health Professionals program
- Two letters of recommendation, including one from an immediate supervisor (Department Chair or Dean), indicating support for participation and including a guaranteed release time for days and times of the sessions

The EMBA Admissions Committee will review all applications and select candidates for an in-person interview prior to acceptance into the program. Decisions will be announced in July 2018.

CURRICULUM
Please consult the 2017-2019 Graduate Catalog for official degree requirements.

YEAR 1

<table>
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<tr>
<th>FALL SEMESTER</th>
<th>SPRING SEMESTER</th>
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PROGRAM DIRECTORS
Jonathan Clark, Ph.D. | Ramon F. Cestero, M.D., FACS, FCCM, MBA (2018)
UTSA | UT Health San Antonio

UT HEALTH SAN ANTONIO PROGRAM COORDINATOR
Debbie Schwartz | schwartz@uthscsa.edu | 210.743.4155
Executive Master of Business Administration (EMBA) for Health Professionals

Taught by award-winning faculty at The University of Texas at San Antonio (UTSA), the UTSA Executive MBA (EMBA) for Health Professionals is a new program launching in Fall 2018.

The EMBA for Health Professionals program extends the standard EMBA curriculum into the healthcare industry, with the goal of complementing specialized healthcare expertise with general business knowledge and leadership skills. Participants will take general business stream courses with the full EMBA cohort and break out into smaller groups for healthcare specific courses.

Designed for senior health professionals, the EMBA weaves quantitative, analytical and managerial learning threads throughout the program.

Participants will engage in integrative team-based projects to reinforce classroom learning. They will also take part in an international field experience to gain exposure to the growing role of globalization in healthcare. Also included in the EMBA experience is executive coaching, with the goal of helping participants define their career vision and develop a personalized plan to make their vision a reality.

Format

The UTSA EMBA for Health Professionals is a 21-month (five-semester) master’s degree program and includes 14 required courses (43 credit hours).

Delivered using a cohort model, the program starts in August and will typically meet on Friday afternoon from 1–5 p.m. and Saturday from 8 a.m.–5 p.m. every other week.

EMBA for Health Professionals participants join cohorts of general management EMBA students. Each cohort is unique and designed to facilitate team-learning, helping each participant build their professional network and foster lifelong friendships. The program offers a dynamic experience focused on developing advanced skills and knowledge that are immediately applicable to personal career objectives and growth.
EMBA Program at a Glance

Class size: 40–50 professionals

Class composition: Each class consists of a diverse group of individuals from the for-profit and not-for-profit sectors, large and small companies, entrepreneurs and corporate professionals. For the pilot program, a maximum of 15 seats are available for EMBA for Health Professionals, this includes 10 seats reserved for UT Health San Antonio Long School of Medicine participants.

Class preparation: Participants should anticipate approximately three hours of work for every hour of in-class instruction. Every two weeks you will have 12 hours of instruction and approximately 36 hours of preparation.

Program Curriculum

Our EMBA program weaves three learning threads through the curriculum, and integrates team projects and professional development into the experience. Content covered includes:

- **Quantitative Learning Thread:**
  - Accounting for Healthcare Organizations
  - Financial Accounting
  - Financial Management
  - Organizational and Managerial Issues in Healthcare

- **Analytical Learning Thread:**
  - Business Analytics
  - Data Analytics and Cyber Security
  - Healthcare Economics and Policy
  - Marketing Management
  - Project Management
  - Social Media Marketing

- **Managerial Learning Thread:**
  - Legal, Ethical and Social Issues in Healthcare
  - Organizational Behavior
  - Innovation and Entrepreneurship
  - International Business Strategy
  - Leadership
  - Effective Negotiating
Integrative Projects
As part of the program curriculum, participants will engage in three integrative learning projects with a healthcare focus. The projects will combine knowledge across learning threads. The final strategic management project will combine learning across the entire EMBA for Health Professionals program.

Professional Development
In addition to the learning tracks and integrative projects described above, we incorporate executive coaching into the EMBA for Health Professionals experience. Participants will have professional development-focused courses in the first, third and fifth semester, and access to one-on-one sessions with an executive coach. The goal of this aspect of the program is to support participants in defining a career vision, developing specific goals that align with personal professional trajectory, and enhance the skills required to bring the vision to life.

Course Descriptions

Semester 1, Fall 2018

Business Analytics
This course introduces business analytics and emphasizes understanding the role of evidence-based data in decision-making. Participants will leverage data as a strategic asset, and consider solutions to problems in finance, economics, operations and marketing.

Financial Accounting
This course introduces financial accounting as a tool. Participants will learn how to interpret and communicate financial information for planning, analyzing and controlling business enterprises.

Organizational Behavior
This course introduces concepts in organizational behavior. Participants will examine how motivation, perception, job attitudes, job design and leadership can affect individual and group behavior in organizations.

2018-2020 EMBA for Health Professionals
Semester 2, Spring 2019

Accounting for Healthcare Organizations

This course covers financial and managerial accounting for healthcare organizations using actual healthcare case materials to examine accounting issues related to strategic decision-making in health service production, financing and investment. Participants will explore the financial implications of third-party payment systems, and accounting analyses for physician practices.

Data Analytics and Cyber Security

This is an advanced course on business analytics and includes topics in cyber security. Key concepts include statistical and quantitative analysis, explanatory and predictive modeling, and the study of big data methods. Participants will study how to use fact-based insights and business performance analysis to influence decision-making, strategy and operations.

Marketing Management

This course analyzes the marketing management processes within organizations. Participants will use strategic planning and analysis to design marketing programs.

Semester 3, Summer 2019

Legal, Ethical and Social Issues in Healthcare

This course examines legal, ethical and social issues in healthcare delivery. Participants will consider and apply ethical theories and principles to decision-making in the context of leading healthcare organizations and providing care to patients.

Project Management

This course is an introduction to project management including how to plan, lead, organize and control project resources and schedules. Participants will explore basic techniques and practice applying the knowledge and skills required to manage efficient and effective projects.

Social Media Marketing

This course explores the power of social media and ways to measure marketing and business outcomes. Participants will examine issues related to the strategic and operational components of a firm’s social media initiatives, and explore the metrics required to capture social influence.

2018-2020 EMBA for Health Professionals
Semester 4, Fall 2019

Financial Management

This course introduces concepts related to the financial management of the firm. Topics include asset and liability management, capital investment analysis and valuation, risk and uncertainty, sources and costs of financial alternatives, corporate financial policy and other corporate financial management topics.

Healthcare Economics and Policy

This course examines health economics and policy from a practical perspective. Key topics include health expenditures, health insurance, markets and competition for health services, and the role of government and comparative health systems. Participants will review basic economic theories and their relationships to the structure and function of the U.S. healthcare system.

Innovation & Entrepreneurship

This course introduces key concepts of innovation and entrepreneurship and provides an overview of how innovative ideas can effectively turn into action. Participants will engage in experiential activities focused on the process of driving successful innovation within an organization (existing or new).

International Business Strategy

This course explores how firms create global bases of sustainable competitive advantage. Participants will examine the strategic problems unique to global business competition, including dimensions of perceived environment uncertainty, international entry-mode choices, global sourcing and creating entry barriers to defendable product markets.
Semester 5, Spring 2019

Effective Negotiating

This is an advanced course on the current theory and processes of negotiation in a variety of settings. Participants will consider a broad spectrum of negotiation problems that face managers and professionals.

International Seminar

During the international seminar, participants will apply the lessons learned from the healthcare-related and strategy seminars in an effort to gain a deeper understanding of the opportunities and challenges facing the global community.

Leadership

This is an integrative course focused on the process of leadership development and the skills that support the effective exercise of leadership. Participants will have the opportunity to practice leadership skills, consider different perspectives on leadership, and reflect on their own development as a leader.

Organizational and Managerial Issues in Healthcare

This course addresses organizational and managerial issues in healthcare service delivery. Key topics include understanding systems of care, managing service operations, implementing value-based improvements, and capitalizing on health information technology. Participants will examine both quantitative and qualitative issues related to patient care and the management of healthcare organizations.

Strategic Management (Integrative Projects Capstone)

This course integrates material taken in the EMBA for Health Professionals program. Topics include strategic analysis, strategy formulation and strategy implementation. Participants will engage in integrative projects to broaden their horizons beyond the focus of the firm.
## Program Calendar*

### Class of 2020

**2/28/2018**

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### Legend
- **Purple**: Opening Reception (evening)
- **Gray**: Full-Day Class Meeting (8 a.m.-12 p.m. and 1-5 p.m.)
- **Yellow**: Off-site Retreat
- **Pink**: International Seminar
- **Orange**: Half-Day Class Meeting (1-5 p.m.)
- **Red**: Holiday/Break

* Program calendar is subject to change.

2018-2020 EMBA for Health Professionals 7
APPLICATION REQUIREMENTS:

Deadline for complete submissions is 5 p.m. on Friday, June 1, 2018

Submit all completed application documents electronically to Debbie Schwartz, UT Health San Antonio Program Coordinator (schwartz@uthscsa.edu)

1. Completed application form
2. Current CV
3. A 1000 word (or less), personal statement describing personal and professional goals, as well as reasons for pursuing the EMBA program
4. Two letters of recommendation, including one from an immediate supervisor (Department Chair or Dean), to indicate support for participation and including a guaranteed release time for days and times of the sessions

The EMBA Admissions Committee will review all applications and select candidates for an in-person interview prior to acceptance into the program. A maximum of 10 program spaces are available, and decisions will be announced in July 2018.

Program Directors:

UT Health San Antonio

Ramon F. Cestero, M.D., FACS, FCCM, MBA (2018)
Associate Professor / Clinical; Program Director, Surgical Critical Care Fellowship; Program Director, Trauma Surgery Fellowship; Medical Director, Surgical Trauma Intensive Care Unit

UTSA

Jonathan Clark, Ph.D.
Assistant Professor of Management

Program Coordinator:

For questions and additional information, please contact:

Debbie Schwartz
schwartz@uthscsa.edu
210.743.4155

2018-2020 EMBA for Health Professionals
Cost

UT Health San Antonio Long School of Medicine will cover the costs of tuition, textbooks, online course materials, individual session with an executive coach, and parking at UTSA. An eight-to 10-day sponsored international seminar is also included between the fourth and fifth semester.

Location

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

The EMBA Program features top faculty in the UTSA’s College of Business, who are skilled in academic research and classroom facilitation. The program combines theory with real-world application to give participants new knowledge they can put into practice immediately.

Featured Faculty

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 healthcare 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.

2018-2020 EMBA for Health Professionals
EXECUTIVE DEVELOPMENT PROGRAM FOR EMERGING HEALTH LEADERS
UT HEALTH SAN ANTONIO LONG SCHOOL OF MEDICINE
LEADERSHIP DEVELOPMENT PROGRAM

EXECUTIVE DEVELOPMENT PROGRAM FOR EMERGING HEALTH LEADERS

PROGRAM OVERVIEW
UT Health San Antonio Long School of Medicine is accepting applications for the 2018-2019 Executive Development Program for Emerging Health Leaders. Taught by award-winning University of Texas at San Antonio (UTSA) College of Business faculty, this program is for junior and mid-level faculty in leadership roles. The program combines lectures, readings, group discussions, team projects and presentations, providing participants the opportunity to develop leadership and management skills in four core areas: communication, influence, professional development, and the fundamentals of administration.

ELIGIBILITY
This certificate program is for UT Health San Antonio Long School of Medicine junior and mid-level faculty who are currently in the positions of Clinic Director, Medical Director, Program Director, Division Chief, or equivalent leadership positions.

COMMITMENT
The overall time commitment is estimated at 8–10 hours a month, including a three-hour evening class once a month for 12-months. Applicants must commit to attending classes and completing all assignments.

SCHEDULE
Classes meet on the third Thursday of every month from 6–9 p.m.

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LOCATION
Center for Professional Excellence, College of Business, Business Building (BB) 1.01.20

COST
Program fees will be paid by UT Health San Antonio Long School of Medicine and include tuition, textbooks, online course materials, and parking at UTSA.

APPLICATION
Deadline for complete submissions is 5 p.m. on Friday, June 1, 2018; a maximum of 20 spaces are available. If interested, please submit the following information electronically to Debbie Schwartz (schwartz@uthscsa.edu).

- Letter of interest, which includes:
  1. Name, rank, cell phone number and email address
  2. Department, division, and names/contact information of division chief and department chair
  3. Describe in 500 words (or less), your current leadership titles/roles and associated responsibilities including the number of faculty, trainees and staff under your direction
  4. Describe in 500 words (or less), your expectations as a result of participating in this program
  5. Describe in 500 words (or less), at least one leadership challenge you have experienced in your current position and how you addressed it
  6. Indicate that you have reviewed the class schedule/time commitments and will make a dedicated effort to attend all scheduled classes

- Current CV
- Letter of recommendation from Department Chair indicating support for participation, including guaranteed release time for the days and times of the sessions listed above

Decisions will be announced in July 2018.

PROGRAM DIRECTORS
Ramon F. Cestero, M.D., FACS, FCCM, MBA (2018)
Jonathan Clark, Ph.D.
UT Health San Antonio

UT HEALTH SAN ANTONIO PROGRAM COORDINATOR
Debbie Schwartz
schwartz@uthscsa.edu | 210.743.4155
Executive Development Program (EDP) for Emerging Health Leaders

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 (UTHSA) Long School of Medicine and The University of Texas at San Antonio (UTSA), 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

Over a 12-month period, participants will experience monthly, three-hour modules, including 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 also work in small teams on a project to consider critical performance improvement opportunities identified by UT Health San Antonio. Final project presentations will occur during the final class session to industry leaders and experts.

Award-winning faculty from within UTSA’s 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

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 UTHSA’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.

- **Negotiations & Conflict Management**

  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.
• **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.

• **Leading 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.

**Professional Development**

• **Professional Individual Assessment**

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.

• **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.
Fundamentals of Healthcare Administration:

- **Analytics, Decision-Making and Improvement**
  
  This session explores the use of data to support clinical decision-making and drive performance improvement.

- **Financial Management**
  
  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.

- **Talent Management & Human Resources**
  
  The healthcare industry is dependent on human resources to deliver positive patient outcomes. This session will cover the full employee life cycle, including recruitment, selection, training, development, compensation and transition management.

- **Operations Management**
  
  This session focuses on the basics of managing service operations, introducing a strategic approach to managing health care operations.

**Capstone Experience**

- **Project Presentations**
  
  The program concludes with a capstone project and presentation to industry leaders and subject matter experts, as a way for participants to synthesize learning across sessions.
Additional Program Specific Information

Dates and Times:
A welcome reception and orientation session for program participants will be held on Thursday, September 6, 2018.

Program modules are on the third Thursday of every month for three-hours from 6–9 p.m. A light dinner will be provided.

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

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

Participants:
The EDP is for UT Health San Antonio Long School of Medicine faculty in junior and mid-level management positions who are currently in the positions of Program Director, Medical Director, Clinic Director, Division Chief, or equivalent leadership positions.

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 8-10 hours a month for program-related activities, including the monthly session.
APPLICATION REQUIREMENTS:

Deadline for complete submissions is **5 p.m. on Friday, June 1, 2018.** Submit all application documents electronically to Debbie Schwartz, Program Coordinator (schwartz@uthscsa.edu).

1. Provide a letter of interest, including the following:
   a. Name, rank, cell phone number and email address
   b. Department, division, and names/contact information of division chief and department chair
   c. Describe in 500 words (or less), your current leadership titles/roles and associated responsibilities including the number of faculty, trainees, and staff under your direction
   d. Describe in 500 words (or less), your expectations as a result of participating in this program
   e. Describe in 500 words (or less), at least one leadership challenge you have experienced in your current position and how you have addressed it
   f. Indicate that you have reviewed the class schedule/time commitments and will make a dedicated effort to attend all scheduled classes

2. Submit a current CV
3. Provide a letter of recommendation from Department Chair indicating support for participation, including guaranteed release time for days and times of the sessions listed above

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

Decisions will be announced by **July 2018.**

Program Directors:

**UT Health San Antonio**

Ramon F. Cestero, M.D., FACS, FCCM, MBA (2018)
Associate Professor / Clinical; Program Director, Surgical Critical Care Fellowship; Program Director, Trauma Surgery Fellowship; Medical Director, Surgical Trauma Intensive Care Unit

**UTSA**

Jonathan Clark, Ph.D.
Assistant Professor of Management
Program Coordinator:
For questions and additional information, please contact:

Debbie Schwartz
schwartz@uthscsa.edu
210.743.4155

Cost

UTHSA Long School of Medicine will cover the cost of the program fees including tuition, textbooks, online course materials, and parking at UTSA.
Facilitators

Facilitation for the EDP 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 Ascendent 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.