



Trinity University

One Trinity Place
San Antonio, Texas 78212

210.999.8137 Office
210.383.1428 Cell
eschumac@trinity.edu

Trinity University Application **CAHME/George and Regi Herzlinger Platinum Innovation Education A**

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Edward J. Schumacher
Professor and Chair
Department of Health Care Administration

December 1, 2025

As the Chair of the Department of Health Care Administration at Trinity University, it is my pleasure to submit our application for the CAHME/George and Regi Herzlinger Platinum Innovation Education Award. Included in this packet is answers to the essay questions, and three supporting letters.

If we were to receive this award we would have at least one representative at the CAHME Awards Ceremony at ACHE Congress on March 1, 2025 in Houston. We are also willing to participate in the recognition activities.

If you have any questions or need further information from me, please do not hesitate to contact me.

Sincerely,

Ed Schumacher

**CAHME / George and Regi Herzlinger Innovation Education Award
2026 Platinum Award Application**

a. Use of Additional Funding

Building on our previous use of award funding to expand the Healthcare PRISm Pitch Competition, Trinity University's HCAD program will use these additional resources to deepen Healthcare PRISm's pedagogical and social impact across the CAHME community. The next phase of Healthcare PRISm's evolution focuses not only on scaling participation, but also on strengthening the quality and accessibility of innovation learning experiences for all programs. We highlight four elements of this plan:

1. Additional funding will allow us to expand individualized coaching and mentoring for student teams. Feedback from participants consistently affirms that coaching sessions led by healthcare entrepreneurs, intrapreneurs, and industry innovators are the most transformative components of the Healthcare PRISm journey, yet these sessions to date have been limited each year to the sixteen teams that have advanced past the first round (i.e., their initial entry in Healthcare PRISm) to progress to the competition's "Bracket Round." Additional resources will allow us to increase the number and duration of these sessions, including individualized coaching and mentoring for student teams in advance of their initial application and entry submission, as well as offer specialized coaching tracks for diverse problem domains and involve innovators from more diverse settings.
2. We also plan to use the award to launch a new Healthcare PRISm Innovation Educator Toolkit, designed specifically for CAHME faculty seeking to adopt or adapt innovation pedagogy within their programs. This toolkit will include modular teaching content, case examples, facilitation guides, asynchronous learning assets, and suggested course-integration pathways—making it easier for faculty to embed structured innovation training regardless of program size, faculty experience, or instructional modality.
3. We would also seek to use funding to support a cash award that would be offered to a team intending to continue progressing with their concept in order to bring it to market. This prize would be awarded to an individual team post-competition, and the winner would be determined among competing teams that apply for the prize and make the strongest case for their desire and ability to bring the concept to market (i.e., not necessarily the "Best in Show" winning team from that year's Healthcare PRISm Pitch Competition).
4. Finally, the funding will support expanding our "Healthcare PRISm Innovation Journey" episodes, a video series featuring healthcare innovators from across the country, as well as more robust tracking of participation and outcomes to support ongoing scholarship and continuous improvement.

Collectively, these initiatives will extend Healthcare PRISm's social and pedagogical impact, elevate the quality of innovation education offered across the CAHME network, and strengthen a shared national ecosystem of early-career healthcare innovators—not only at Trinity University, but across the many programs that now rely on Healthcare PRISm as a core learning experience.

b. Category Response 1 – Demonstrating Impact to Colleagues (Dissemination):

The “innovation journey” at Trinity University’s Health Care Administration (HCAD) program centers around two flagship initiatives: our internal Tiger Tank competition and the national Healthcare PRISm Pitch Competition. Since 2015, Tiger Tank has served as a multi-semester experience in which all HCAD students engage in a human-centered innovation journey before pitching their concepts to a panel of healthcare innovators. Building on its success, we created the Healthcare PRISm Pitch Competition in 2020: a free, virtual, national pitch competition that guides teams of graduate students through an innovation process supported by workshops, online curricula, and individualized coaching. Together, Tiger Tank and Healthcare PRISm form a scalable innovation education model that equips students for real-world problem solving and serves as a shared platform for programs across the CAHME network.

Over the past ten years, we have disseminated our pedagogical experiences and lessons, including through presentations at five different Association of University Programs in Health Administration (AUPHA) annual conferences as well as a variety of separate webinars and workshops. These activities have extended our impact on the field and have been consistently well received, including earning “Best Poster” prizes at the 2017 and 2021 AUPHA Annual Meetings. Since receiving the 2022 CAHME/Herzlinger Innovation Education Award, we have accelerated our efforts to impact the CAHME academic community through the Healthcare PRISm Pitch Competition. This includes the dissemination of the Healthcare PRISm curricular framework that guides students to meaningfully exercise innovation while addressing real-world healthcare needs. Recognizing the time and resource constraints felt widely by faculty and programs, Healthcare PRISm was designed for all students, regardless of program size or modality, to experience the innovation journey in a seamless manner. The creation and open sharing of this innovation curriculum is a core element of our dissemination strategy, featuring an online, asynchronous video series (found on the [Healthcare PRISm website](#)) that walks students through each phase of the innovation journey – from empathy-building to ideation, and from iteration and prototyping to value proposition design. In 2025, we expanded these offerings with a supplementary Zoom videoconference series featuring interviews with past participants, judges, innovation coaches, and healthcare entrepreneurs, allowing students across all programs to learn from lived innovation experiences. These resources have made it simple for faculty and students at other institutions to embed the “innovation journey” into their courses or co-curricular offerings.

By February 2026, we will have completed our sixth annual Healthcare PRISm competition, having engaged 175 student teams (nearly 600 students) from over 25 CAHME-accredited programs and directly connected them to over 150 healthcare leaders and innovators across the industry. Because Healthcare PRISm is virtual and free of charge, programs of every size and students with widely varying levels of institutional resources have equal access to a high-quality innovation experience. This commitment to equitable participation has been one of the defining features of the competition’s value to the CAHME community, and we have received very positive feedback from stakeholders, educators, and students alike, indicating they appreciate the unique value that Healthcare PRISm offers to students and the broader field. We are proud of the impact Healthcare PRISm has made on the field: widespread participation, curricular adoption, enhanced faculty capability across programs, and a rapidly expanding national community of early-career innovators, including the realization and formation of an actual startup – [Faros Health](#) – from the “Best in Show” winner of Healthcare PRISm’s first year. What began as our own innovation journey now functions as a shared, accessible, and impactful platform that elevates innovation education far beyond Trinity University’s campus, extending across the healthcare landscape.



Baylor University

November 28, 2025

Dear CAHME / George and Regi Herzlinger Platinum Innovation Education Award Review Committee,

It is my privilege to offer this letter of support for the Trinity University Master of Health Administration Program in San Antonio, Texas, as a candidate for the CAHME / George and Regi Herzlinger Platinum Innovation Education Award. Trinity's program exemplifies the qualities this recognition seeks to honor: delivering measurable social benefit through healthcare innovation, advancing teaching strategies in innovation, and sharing best practices with the broader CAHME academic community.

One of the most impactful ways Trinity has extended its innovation practices is through its leadership of the annual PRISm Pitch Competition, which has engaged students from across CAHME-accredited programs, including the Robbins Healthcare MBA at Baylor University. The competition provides a structured environment where students receive expert mentorship to refine their innovative healthcare solutions, while fostering collaboration and collegiality across institutions.

The inaugural year of the PRISm Pitch Competition demonstrated the power of this platform when Baylor students emerged as the winners. With the encouragement of mentors, they advanced their idea to market, resulting in the launch of Faros Health (faroshealth.com) - a healthcare price transparency and provider performance platform designed to empower and inform patients throughout their healthcare journey. Faros Health stands as a clear example of measurable social benefit, directly improving patient access to critical information and fostering accountability in healthcare delivery.

Importantly, Baylor students have continued to compete annually, further refining innovative ideas that address diverse needs. Their projects have ranged from platforms connecting patients to specialists for rare diseases to services supporting new mothers with doula care and postpartum resources. These outcomes underscore how Trinity's leadership in hosting the PRISm Pitch Competition has created a lasting, collaborative environment where innovation thrives across programs.

Equally important is the generosity of Trinity's faculty, who actively share their expertise with peers across the CAHME community. When refining my own capstone course on disruptive innovation, I reached out to Dr. Patrick Shay, who readily shared his design thinking materials, including reading lists, presentations, and classroom activities. This spirit of collaboration underscores Trinity's dedication to advancing teaching strategies and disseminating best practices beyond its own institution.

In sum, the Trinity University Master of Health Administration Program has consistently demonstrated the qualities that the Herzlinger Platinum Innovation Education Award seeks to honor. Through its leadership of the PRISM Pitch Competition, its students' achievements, and its faculty's collegiality, Trinity continues to elevate the field of healthcare management education.

I strongly support Trinity's application and commend the program for its ongoing contributions to healthcare innovation, teaching excellence, and community impact. Please contact me if you have any further questions. I can be reached at [REDACTED]

Sincerely,



Forest S. Kim, Ph.D., FACHE
Clinical Professor and Executive Director
Department of Economics | Robbins Institute for Health Policy & Leadership



Keeping the Word

Education, Faith, Innovation, Services and Truth

H-E-B School of Business & Administration

October 24, 2025

Dear Awards Selection Committee,

I am honored to recommend Trinity University's Program in Health Care Administration for the CAHME / George and Regi Herzlinger Platinum Innovation Education Award. Their program exemplifies the spirit of innovation in health administration education and is highly deserving of this national recognition for its commitment to cultivating future healthcare leaders through transformative experiential learning.

The Trinity Healthcare PRISm Pitch Competition is a hallmark of their innovative approach. This competition arose from within their Master of Science in Health Care Administration program where their students were provided with a structured platform to develop creative, socially impactful solutions to real-world healthcare challenges. Through rigorous classroom preparation, strategic thinking, and exposure to entrepreneurial practices, students are pushed beyond traditional academic boundaries and into applied innovation. The program's faculty then extended this opportunity to other graduate health administration students across the nation with its annual PRISm competition.

One of the greatest strengths of the PRISm initiative is its integration of industry engagement. Students work directly with practicing entrepreneurs to refine their solutions and present them to a panel of expert judges. This real-time mentorship fosters confidence, professionalism, and critical thinking, while reinforcing the importance of innovation as a leadership competency.

Our program was in the process of refining how we develop our students' innovative thinking skills when Trinity first started the national PRISm competition. We reached out to their faculty to discuss how they had incorporated this within their own program prior to the competition. I mention this because their faculty mentored us to see how we could incorporate the competition within our own curriculum. And now the impact of the PRISm model is not limited to a single competitive event for our program. Following the competition, students expand their concepts by creating marketing plans and presenting them to stakeholder judges within their Marketing course. This continuation reinforces strategic communication, applied analytics, and teamwork; all within the context of their own innovations. The competitive nature of the experience drives deeper student

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engagement and a higher caliber of work than would be achieved through a traditional assignment alone.

Trinity's leadership in this space has had a positive ripple effect across health administration programs nationwide. As an educator, I have seen firsthand how their work has influenced curriculum redesign, inspired faculty collaboration, and motivated programs like ours to reimagine how innovation, analytical reasoning, communication, and critical thinking are taught. Faculty who have engaged with Trinity's model report renewed energy, creativity, and a stronger sense of purpose in preparing students for a rapidly evolving healthcare landscape.

The PRISm Pitch Competition has elevated expectations for what innovation education can accomplish. It has encouraged collaboration across programs and disciplines, enriched the student experience, and positioned innovation as a central pillar of leadership development in healthcare. The PRISm program directors at Trinity University have advanced innovation education in ways that benefit not only their own students but the broader academic community.

Trinity University's Program in Health Care Administration fully embodies the vision of the CAHME / George and Regi Herzlinger Platinum Innovation Education Award. Their sustained commitment to innovation, experiential learning, and leadership development makes them exceptionally deserving of this honor.

If you have any questions, please feel free to contact me at [REDACTED]

Sincerely,



Chris Nesser, Ph.D., CHFP, FACHE

Associate Professor

Director, UIW Graduate Program in Health Administration

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Nov 22, 2025

Dear Members of the CAHME / George and Regi Herzlinger Innovation Education Award Selection Committee,

I am writing in strong support of Trinity University's Master of Healthcare Administration (MHA) Program's application for the CAHME / George and Regi Herzlinger Platinum Innovation Education Award. As a practitioner-faculty member from a fellow CAHME-accredited program and someone who has directly observed Trinity's contributions to the healthcare management education community, I can attest to the program's exceptional commitment to healthcare innovation education and to advancing practices that benefit the broader academic and professional community.

This award recognizes programs that deliver measurable social benefit through healthcare innovation, advance teaching strategies, and actively share best practices, all areas in which Trinity University's MHA Program has demonstrated sustained and meaningful leadership. Their work exemplifies Professor Regi Herzlinger's insight that *"innovation is not only about invention; it's about how to make invention happen."* The Trinity MHA program, faculty, staff, and students have fully embraced that ethos and translated it into educational practice.

One of the clearest examples of this impact is the program's evolution from its early Tiger Tank model into the PRISm Pitch Case Competition. This thoughtfully designed initiative moves students beyond idea generation and toward viable, sustainable solutions in healthcare. This progression reflects Trinity's iterative, learning-centered approach that encourages experimentation while grounding students in real-world feasibility, desirability, and viability.

The student experience is central to this impact. Trinity's PRISm Pitch model intentionally brings together students with divergent viewpoints across the healthcare ecosystem, creating a community where exploration is supported and uncertainty is welcomed. Students participate in more than an innovation exercise, experiencing a platform to test assumptions, match ideas with real professionals, and pursue meaningful, implementable solutions. It is a rare environment in which creativity and discipline reinforce each other, empowering students to understand how innovation happens in practice.

Trinity's influence extends well beyond its own program. Through its open-source approach, Trinity provides curricular materials, competition models, and lessons learned for use by other CAHME-accredited programs and beyond. This willingness to share, rather than hold innovation assets internally, represents the best of what this award celebrates: expanding capacity for innovation education across the field.

The program's integration of alumni and industry partners further strengthens its contribution. Trinity's PRISm Pitch faculty intentionally connects students with mentors and practitioners who help them test the feasibility and potential of their concepts. Alumni are offered meaningful ways to give back as coaches or judges, and industry partners engage with purpose, helping shape ideas that may ultimately benefit patients, organizations, and communities. These partnerships form a collaborative ecosystem that empowers students while generating value far beyond the classroom.

In the context of the Minnesota MHA Program, Trinity's MHA program faculty and PRISm Pitch model resonate particularly. It complements the Minnesota tradition of innovation, problem-solving, experiential learning, and cross-sector partnership. The PRISm Pitch Case Competition provides students with a chance to extend classroom ideas, explore entrepreneurial thinking, and develop concepts into actionable opportunities. The program faculty and industry volunteers bring together students with entrepreneurial spirit and reinforce a culture that recognizes the power of diverging, exploring, and navigating the unknown to discover better solutions.

Finally, Trinity MHA Program actively seeks feedback to refine its innovation initiatives at each iteration. This reflective process, grounded in social learning, demonstrates the mindset that the future of healthcare innovation education requires.

For these reasons, I strongly support Trinity University's MHA Program application for the CAHME / George and Regi Herzlinger Platinum Innovation Education Award. Their approach not only prepares future leaders to innovate but also enriches the broader CAHME community through collaboration and shared learning. They exemplify the type of program this award is intended to honor.

Thank you for your consideration. Please do not hesitate to contact me at [REDACTED]

Sincerely,

A handwritten signature in cursive script that reads "Justine Mishek". The signature is written in black ink on a white background.

Justine Mishek, MHA
Senior Lecturer, *Master of Healthcare Administration Program*
Faculty-At-Large, *Center for Interprofessional Health*