EDUCAUSE Institute Leadership Program
Daily Agenda

Monday

1:00–2:00 p.m.  
Opening Session and Institute Kick-Off  
Carol L. Smith

The EDUCAUSE Institute Leadership Program begins with a welcome from faculty to set the stage for an invigorating and productive week of learning, sharing, and networking. An overview of the program and goals will be introduced. Meet fellow cohort participants, review steps to make the program as productive and rewarding as possible, and consider individual priorities for the week's experiences.

2:00–3:30 p.m.  
Leading Institutional Change  
Hilary J. Baker and Kathryn F. Gates

Information technologies are changing how we teach, learn, research, communicate, and socialize throughout our institutions. Successful IT leaders provide the strategic vision to lead the university through the myriad of technology choices and help evaluate, leverage, and support changing technologies and services. A challenging aspect of innovation is helping the institution deal with the inevitable change that comes with new technologies and services.

Objective:

• Focus on the role of IT leaders to advise and guide university executives and colleagues to envision, innovate, and enable a technology future that is more agile, virtual, wireless, and adaptable

3:30–4:00 p.m.  
Break and Networking

4:00–5:00 p.m.  
The Challenge Project: An Introduction  
Mark Askren, Kathryn F. Gates, and Carol L. Smith

Exercises throughout the week will combine the core themes and topics and focus on forming a team to develop a mock presentation to the board/cabinet/trustees at the end of the week. Technology is a pervasive and essential resource in higher education, requiring IT leaders to deliver operational effectiveness within a context of ever-
shifting expectations for success. IT leaders need communicative competence—the ability to influence and persuade their colleagues, executive leaders, and peers—in order to juggle strategic and tactical actions. We will develop these competencies through a series of group activities that require you to define your IT goals, identify the strategic and tactical efforts required to meet those goals, and communicate a plan of action to overcome resistance or to shape the organizational culture toward a successful outcome.

Objectives:

- Develop competencies that influence executive decision making and bring value to your institution
- Improve your ability to work as a team member
- Apply the tools learned in an action-based, role-playing team project

5:00–5:30 p.m.  
Conversations with CIOs  
Rose Garden

Higher education CIO positions can be both remarkably rewarding and extraordinarily challenging. In this session, you will be provided with the opportunity to ask questions of and hear from CIOs as the group engages in a discussion about the position of the CIO. A panel of CIOs will share their stories and experiences to help program participants learn more about the position and consider whether the position is right for them.

Objectives:

- Engage in a conversation about experiences you can expect as a CIO
- Ask questions about the challenges and rewards of being a CIO
- Explore whether you are interested in and suited for the CIO position

5:30–6:30 p.m.  
Personal Reflection Time

6:30–8:00 p.m.  
Reception and Dinner  
Conservatory
EDUCAUSE Institute Leadership Program
Daily Agenda

Tuesday

7:00–8:00 a.m.  
Breakfast  
Promenade

8:00–8:30 a.m.  
Daily Welcome and Activities  
Rose Garden

8:30–10:00 a.m.  
Strategic Leadership and the IT Organization  
Hilary J. Baker and Bruce M. Taggart  
Rose Garden

Successful CIOs actively cultivate professional relationships with stakeholders throughout the institution to identify IT priorities, garner needed resources, and lead change. We will explore institutional culture, study methods for fostering partnerships and relationships across a diverse university setting, and discuss the role IT governance plays in enabling CIOs to promote innovation.

Objectives:

- Understand the importance of building strategic relationships in higher education technology leadership
- Learn how to understand your institution's culture and identity
- Explore ways to develop and nurture effective working relationships at your institution

10:00–10:15 a.m.  
Refreshment Break

10:15 a.m.–12:00 p.m.  
Strength Finder and Know Thyself  
Mark Askren and Hilary J. Baker  
Rose Garden

The importance of knowing thyself has been recognized as far back as the ancient Greeks. To understand others we must first understand and know ourselves. Leaders with strong self-awareness have the ability to recognize, understand, and deal with emotions in themselves and others. This session will provide the opportunity to assess your strengths and weaknesses through the Strengths Quest results. We will discuss the importance of knowing thyself as the basis for building a foundation from which to develop the ability to lead others.
Objectives:

- Understand the importance of knowing thyself as the basis for building a foundation from which to develop the ability to lead others
- Develop a better understanding of others and their motivations, weaknesses, and strengths
- Identify your own strengths and weaknesses through the Strengths Quest assessment

12:00–1:00 p.m.
XIX Restaurant

Lunch

1:00–1:30 p.m.
Rose Garden

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1:30–3:15 p.m.
Rose Garden

Innovation and Adaptation

Mark Askren and Kathryn F. Gates

We all know that every day we face a workload that keeps us extraordinarily busy. Finding time to spur innovation in others or within ourselves may be the hardest thing we do. We will identify how leaders can help create an environment in which innovation is not only accepted but also valued, study best practices, and
participate in exercises to develop ideas to put into action at our own institutions.

Objectives:

- Explore best practices and develop ideas you can put into action at your institution
- Better understand the role of innovation in IT service excellence
- Learn how embracing innovation can lead to a more satisfying work experience for IT staff

3:15–3:45 p.m.  
**Refreshment Break**

3:45–5:00 p.m.  
**Work on the Challenge Project in Teams**

6:00 p.m.  
**Offsite Cohort Dinner Groups**
EDUCAUSE Institute Leadership Program
Daily Agenda

Wednesday

7:00–8:00 a.m.  
Breakfast  
Promenade

8:00–8:30 a.m.  
Daily Welcome and Announcements  
Rose Garden

8:30–10:00 a.m.  
Effective Communications  
Jeffrey C. Cepull and Bruce M. Taggart  
Rose Garden

Communicating effectively is vital to successfully leading IT in alignment with the institutional mission. Accomplished CIOs actively hone skills for dialoguing with stakeholders and colleagues, building consensus, negotiating a business case, and presenting their professional persona through social media or a résumé. This topic will examine communication approaches, studying how context and culture influence the success of conveying a message.

Objectives:

- Recognize communication styles and understand what works best in different contexts
- Explore ways to use your communication style best to meet a given environment
- Navigate how to translate technical information in a way that resonates as business language

10:00–10:15 a.m.  
Refreshment Break

10:15 a.m.–12:00 p.m.  
The Challenge Project: Teamwork and Progress

12:00–1:00 p.m.  
Lunch  
XIX Restaurant

1:00–1:30 p.m.  
Conversations with CIOs  
Rose Garden

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1:30–3:00 p.m.

**The Challenge Project: Final Details**

3:00–3:15 p.m.

**Refreshment Break**

3:15–4:45 p.m.

**Cultivating Relationships**

Jeffrey C. Cepull and Carol L. Smith

Successful IT leaders recognize the importance of cultivating effective professional relationships within IT, across the institution, and with other entities and vendors. CIOs must learn to effectively partner with university leaders, identify IT priorities, secure needed resources, and lead change.

Objectives:

- Examine how to understand your institution's culture
- Identify means to cultivate effective working relationships across a diverse university setting
- Discuss how IT governance plays a key role in building and maintaining relationships with others on campus

4:45–5:15 p.m.

**EDUCAUSE Top 10 IT Issues**

Each year, EDUCAUSE publishes a list of the top 10 IT issues facing higher education. We will discuss issues from the list that impact your campus, with an emphasis on the roles of the CIO including transformation, leadership, agility, and outcomes.
Objectives:

- Review the EDUCAUSE Top 10 IT Issues list
- Gain an understanding of the role of the CIO in addressing these challenges

5:15–5:30 p.m.
Rose Garden
5:30 p.m.

The Challenge Project: Final Checkpoint with Faculty

Dinner on Your Own
Thursday

7:00–8:00 a.m.  
Promenade  
**Breakfast**

8:00–8:30 a.m.  
Rose Garden  
**Daily Welcome and Announcements**

8:30–10:00 a.m.  
Rose Garden  
**Understanding Non-IT Operations**  
Jeffrey C. Cepull and Carol Smith

The CIO’s responsibilities include an understanding not only of information technology but also of other departments and roles including the provost, CFO, admissions and recruiting, development and alumni relations, student affairs, institutional research, and more. We will discuss leadership responsibilities across non-IT institutional areas and explore the intersections between those roles and the CIO.

Objective:

- Recognize the primary focus of key non-IT operations and understand how those operations interact with information technology and the CIO

10:00–10:15 a.m.  
**Refreshment Break**

10:15 a.m.–12:00 p.m.  
Rose Garden  
**Conversation with a Chief Financial Officer**  
Randall Gentzler, Chief Financial Officer, Loyola University Maryland

This session will provide the opportunity to learn how the IT organization works successfully with the financial organization to articulate needs, justify funding requests, and build successful partnerships to serve our universities.

Objectives:

- Understand how to work with stakeholders that manage and direct the resources to support the IT service mission
- Develop strategies to create effective budget proposals and communicate them in writing and verbally to garner support for your work
EDUCAUSE Institute Leadership Program
Daily Agenda

12:00–1:00 p.m.
XIX Restaurant
Lunch

1:00–5:30 p.m.
Rose Garden
The Challenge Project: Presentations

6:00–8:30 p.m.
Conservatory
Reception and Dinner
Friday

7:00–7:30 a.m.  Breakfast
Promenade

7:30–8:00 a.m.  Daily Welcome and Announcements
Rose Garden

8:00–9:30 a.m.  Emerging Trends, the Role of the CIO, and Our Path Forward
Carol L. Smith
Rose Garden

"What, so what, now what"? The goal of this session is to help guide participants in a structured personal reflection on what they have experienced during the week and create individual action plans for next steps and a commitment to work on those items after the program.

Objectives:

- Review your personal learning goals that were developed at the beginning of the week
- Prioritize the most important things you've learned
- Identify surprises and learning moments and set goals that you will commit to work on

9:30–10:30 a.m.  Closing Session and Program Wrap-Up
Rose Garden

Graduates will receive a certificate and information on accepting and displaying the 2015 EDUCAUSE Institute Leadership Program Digital Badge.