Monday, July 14

11:00 a.m.–1:00 p.m.
Registration and Support Desk Open
Sound Room Foyer

1:00–2:20 p.m.
Welcome Session
Sound Room
Ron Kraemer, Vice President and CIDO, University of Notre Dame

The EDUCAUSE Institute Leadership Program will begin with a welcome from the institute faculty and EDUCAUSE President Diana Oblinger, setting the stage for an invigorating and productive week of learning, sharing, and networking.

Objectives:
- Share an overview of the program and meet fellow attendees
- Review the steps you will take to make the Leadership Program as productive and rewarding as possible
- Consider your individual priorities for the week’s experiences

2:20–3:40 p.m.
Leading Institutional Change
Sound Room
Hilary J. Baker, Vice President and CIO, California State University, Northridge; Ron Kraemer, Vice President and CIDO, University of Notre Dame

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 technology 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.

3:40–4:00 p.m.
Refreshment Break
Sound Room Foyer
Challenge Project Introduction

Sound Room

Kay Rhodes, Associate Vice Chancellor, CIO, Texas Tech University System; David Swartz, Associate Vice President and CIO, American University

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 colleagues, in particular, their executive leaders and peers—in order to juggle strategic and tactical actions in an emergent world. The Challenge Project is designed to develop these competencies through a series of group activities that require you to define your IT goals, identify the strategic as well as tactical effort needed 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 in influencing executive decisions and bringing value to your institution
- Develop the ability to work as a team
- Apply the tools learned this week in a role-playing, team-based project

Conversations with CIOs

5:00–5:40 p.m.

Sound Room

All Faculty

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 we engage in a group discussion about the position of the CIO. A panel of CIOs will share their stories and experiences to help you learn more about the position and decide whether it’s right for you.

Objectives:
- Engage in a conversation about experiences you can expect as a CIO
- Be able to drill down with questions into the challenges and rewards of being a CIO
- Learn whether the CIO position is one you are interested in and suited for

Free Time

5:40–6:30 p.m.

6:30–9:00 p.m.

Reception and Dinner

Rooftop and Harbor Dining Room
EDUCAUSE Institute Leadership Program

Tuesday, July 15

7:00–8:00 a.m.
Breakfast
Sound Room Foyer

8:00–8:40 a.m.
Daily Welcome and Activities
Sound Room
Hilary J. Baker, Vice President and CIO, California State University, Northridge; Ron Kraemer, Vice President and CIDO, University of Notre Dame

Each morning we will review the previous day’s activities, answer student questions, and preview the activities and expected learning outcomes for the current day.

Objectives:
- Review the previous day’s topics and consider how your strengths can help address them
- Share your insights on leadership topics on the Yammer site

8:40–10:20 a.m.
StrengthsFinder and Know Thyself
Sound Room
Ron Kraemer, Vice President and CIDO, University of Notre Dame; Kay Rhodes, Associate Vice Chancellor, CIO, Texas Tech University System; David Swartz, Associate Vice President and CIO, American University

The importance of “know thyself” has been recognized as far back as the ancient Greeks, and to understand others we have to understand and know ourselves. Leaders with strong self-awareness have the ability to recognize, understand, and deal with emotions in themselves and others. There is no question that this may be a difficult area to explore, but well worth the exploration. This session will also provide the opportunity to explore one’s strengths and weaknesses through the StrengthsQuest assessment and 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, their motivations, weaknesses, and strengths
- Identify one’s strengths and weaknesses through the StrengthsQuest assessment

10:20–10:40 a.m.
Refreshment Break
Sound Room Foyer
EDUCAUSE Institute Leadership Program

10:40 a.m.–12:00 noon
Strategic Leadership and the IT Organization
Sound Room
Carol L. Smith, CIO, DePauw University; Bruce M. Taggart, Vice Provost for Library and Technology Services, Lehigh University

Successful CIOs actively cultivate professional relationships with stakeholders throughout the institution to identify IT priorities, garner needed resources, and lead change. This topic will cover institutional culture, study methods for fostering partnerships and relationships across a diverse university setting, and discuss the role that 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 recognize their institution’s culture and identity
- Explore ways to develop and nurture effective working relationships at their own institution

12:00 noon–1:00 p.m.
Lunch
International Promenade Room

1:00–1:40 p.m.
Conversations with CIOs
Sound Room
All Faculty

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 we engage in a group discussion about the position of the CIO. A panel of CIOs will share their stories and experiences to help you learn more about the position and decide whether it’s right for you.

Objectives:
- Engage in a conversation about experiences you can expect as a CIO
- Be able to drill down with questions into the challenges and rewards of being a CIO
- Learn whether the CIO position is one you are interested in and suited for

1:40–3:00 p.m.
Innovation and Adaptation
Sound Room
Ron Kraemer, Vice President and CIDO, University of Notre Dame; Bruce M. Taggart, Vice Provost for Library and Technology Services, Lehigh University

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

Objectives:
- Explore best practices and participate in exercises to develop ideas we can put into action at our own institutions.
- 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.
3:00–3:20 p.m.
**Refreshment Break**
Sound Room Foyer

3:20–6:00 p.m.
**Work on the Challenge Project**
Sound Room and Various Breakout Rooms

*Kay Rhodes, Associate Vice Chancellor and CIO, Texas Tech University System; David Swartz, Associate Vice President and CIO, American University*

This session will provide an opportunity for teams to meet and work on their projects. Each team will have the opportunity to engage with faculty members for guidance or to get answers to questions.

**Objectives:**
- Make progress in preparing your team’s presentation
- Get input from faculty

6:30 p.m.
**Dinner**
Take this opportunity to enjoy dinner with other attendees. Assistance with dinner reservations will be provided; the meal expense is the attendee’s responsibility.
EDUCAUSE Institute Leadership Program

Wednesday, July 16

7:00–8:00 a.m.
Breakfast
Sound Room Foyer

8:00–8:40 a.m.
Daily Welcome and Activities
Sound Room
Hilary J. Baker, Vice President and CIO, California State University, Northridge; Ron Kraemer, Vice President and CIDO, University of Notre Dame

Each morning we will review the previous day’s activities, answer student questions and preview the activities and expected learning outcomes for the current day.

Objectives:
• Review the previous day’s topics and consider how your strengths can help address them
• Share your insights on an Leadership topic on the yammer site

8:40–10:00 a.m.
Effective Communication Strategies
Sound Room
Kay Rhodes, Associate Vice Chancellor and CIO, Texas Tech University System; Carol L. Smith, CIO, DePauw University

Communicating effectively is vital to successfully leading IT in alignment with 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 examines communication approaches, studying how context and culture influence success of conveying a message.

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

10:00–10:20 a.m.
Refreshment Break
Sound Room Foyer
10:20–11:00 a.m.
Challenge Project Check-in
Sound Room

Kay Rhodes, Associate Vice Chancellor and CIO, Texas Tech University System; David Swartz, Associate Vice President and CIO, American University

This session will provide an opportunity for teams to ask questions and get guidance on their specific projects.

Objectives:
- Ensure that each team has the guidance needed to successfully complete their Challenge Project.
- Get input from faculty

11:00 a.m.–12:00 noon
Discuss EDUCAUSE Top Ten IT Issues List
Sound Room
All Faculty

Each year, EDUCAUSE publishes a list of the Top Ten IT issues facing higher education. In this session, we will discuss those issues from the list that you have identified as the most important to you with an emphasis on the role of the CIO in transformation and leadership at your campuses.

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

12:00–1:00 p.m.
Lunch
International Promenade Room

1:00–1:40 p.m.
Conversations with CIOs
Sound Room
All Faculty

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 we engage in a group discussion about the position of the CIO. A panel of CIOs will share their stories and experiences to help you learn more about the position and decide whether it’s right for you.

Objectives:
- Engage in a conversation about experiences you can expect as a CIO
- Be able to drill down with questions into the challenges and rewards of being a CIO
- Learn whether the CIO position is one you are interested in and suited for
EDUCAUSE Institute Leadership Program

1:40–3:00 p.m.
Cultivating Relationships
Sound Room
Hilary J. Baker, Vice President and CIO, California State University, Northridge; Carol L. Smith, CIO, DePauw University

Successful IT leaders recognize the importance of cultivating effective professional relationships—within IT, across the institution, and with other entities and vendors—in order to partner with university leaders to identify IT priorities, raise 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 with building and maintaining relationships with others on campus

3:00–3:20 p.m.
Refreshment Break
Sound Room Foyer

3:20–6:00 p.m.
Work on the Challenge Project
Sound Room and Various Breakout Rooms
All Faculty

This session will provide an opportunity for teams to meet and work on their projects. Each team should engage with faculty as it deems appropriate.

Objectives:
- Make progress in preparing your team’s presentation
- Get input from faculty

6:00 p.m.
Dinner on Your Own
EDUCAUSE Institute Leadership Program

Thursday, July 17

7:00–8:00 a.m.
Breakfast
Sound Room Foyer

8:00–8:40 a.m.
Daily Welcome and Activities
Sound Room
Hilary J. Baker, Vice President and CIO, California State University, Northridge; Ron Kraemer, Vice President and CIDO, University of Notre Dame

Each morning we will review the previous day’s activities, answer student questions, and preview the activities and expected learning outcomes for the current day.

Objectives:
- Review the previous day’s topics and consider how your strengths can help address them
- Share your insights on a leadership topic on the Yammer site

8:40–10:00 a.m.
Exploring External Relations
Sound Room

A conversation with CIOs with a focus on external relations.

Objectives:
- Better understand the organizations you will work with that are external to the university (trustees/regents, elected officials, local government, advisory boards, benefactors, etc.)
- Develop strategies to effectively engage individuals and groups.

10:00–10:20 a.m.
Refreshment Break
Sound Room Foyer

10:20 p.m.–12:00 noon
Conversation with a Chief Financial Officer
Sound Room
Bill Ferris, Chief Financial Officer, University of Washington, Information Technology and Gary Quarfoth, Associate Vice Provost, University of Washington, Office of Planning and Budgeting

This session will provide a wonderful 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:
- Better understand how to work with organizations that provide resources to support the information technology service mission
- Develop strategies to concerning how you develop budget proposals and gain advocacy for your work
12:00–1:00 p.m.
Lunch
International Promenade Room

1:00–1:20 p.m.
Challenge Project Kickoff
Sound Room
All Faculty

During the kickoff, we will discuss the presentation flow and provide guidelines for participation.

1:20–3:00 p.m.
Challenge Project Presentations
Sound Room

This session is devoted to the Challenge Project presentations from each team.

3:00–3:20 p.m.
Refreshment Break
Sound Room Foyer

3:20–6:00 p.m.
Challenge Project Presentations
Sound Room

This session is devoted to the presentations from the teams.

6:00–9:00 p.m.
Reception and Dinner
WTC Executive Dining Room
Friday, July 18

7:00–8:00 a.m.
Breakfast
Sound Room Foyer

8:00–8:20 a.m.
Daily Welcome
Sound Room
Ron Kraemer, Vice President and CIDO, University of Notre Dame; Kay Rhodes, Associate Vice Chancellor and CIO, Texas Tech University System; David Swartz, Associate Vice President and CIO, American University

We will begin with time for reflecting on the previous day’s topics and activities, plus an overview of the day’s sessions. We will also discuss the Challenge Project presentations.

Objectives:
- Review the Challenge Project presentations
- Discuss what worked well and the opportunities for presenting in this type of forum
- Reflect on the projects in light of the faculty’s feedback

8:20–9:40 a.m.
Emerging Trends, the Role of the CIO, and Our Path Forward
Sound Room
All Faculty

“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 personal learning goals that were developed at the beginning of the week
- List the 3–5 most important things you learned
- List the things that surprised you
- List 3–5 things that you commit to work on

9:40–10:20 a.m.
Certificate Awards
Sound Room
All Faculty

Participants who have completed the Leadership Program will receive their certificates.
10:20–10:30 a.m.
Program Wrap-Up
Sound Room
All Faculty

In this closing session of the Leadership Program, we will thank you for your participation, answer final questions, and invite you to submit an evaluation of the week’s experiences.

Objectives:
- Consider any final questions about the Institute experience
- Complete the end-of-program evaluation
EDUCAUSE Institute Leadership Program

Faculty

Hilary J. Baker
Hilary J. Baker is vice president for information technology and CIO at California State University, Northridge, responsible for leading the IT division and the strategic planning process for CSUN’s technology initiatives. Baker has over 25 years of IT experience, primarily in the higher education and nonprofit environments. Prior to joining CSUN, Baker was the CIO at Pepperdine University, leading their IT division, including the successful launch of a major new ERP initiative. Prior to Pepperdine, she served as the senior director of information technology services for the California State University Office of the Chancellor, where she managed the planning, design, development, implementation, and support of a system-wide suite of human resource, financial, and student information systems to support the administrative requirements of the 23 California State University campuses. Prior to the CSU, Baker worked at the J. Paul Getty Trust/Museum, where she managed the administrative and programmatic information systems.

Ron Kraemer
Ron Kraemer has served as vice president and chief information and digital officer at the University of Notre Dame since August 2010. Before joining Notre Dame, Kraemer was a member of the leadership team of the University of Wisconsin–Madison, most recently serving as its chief information officer and vice provost for information technology. Kraemer serves the higher education community as a member of the Internet2 NET+ Program Advisory Group, as the lead faculty member for the EDUCAUSE Institute Leadership Program, on the EDUCAUSE IT governance maturity index subject matter expert panel, and on the EDUCAUSE IT Assessment and Benchmarking Advisory Board. He contributes to his local community as an executive member of the St. Joseph County Regional Network Board of Directors. Kraemer also participates on higher education advisory boards for Apple, Dell, Adobe, and Ellucian.

Kay Rhodes
Kay Rhodes is associate vice chancellor and CIO for the Texas Tech University System, where she has worked since 1980. She oversees the IT departments that support the enterprise systems for Texas Tech University and Texas Tech University Health Sciences Center comprising Information Systems, Technology Operations and Systems Management (TOSM), and Communication Services. Rhodes also works jointly with the CIOs for Texas Tech University, Texas Tech University Health Sciences Center, and Angelo State University. In addition, she was project manager for the Texas Tech University System ERP implementation. Rhodes is an active participant in EDUCAUSE and was active in CUMREC for 25 years. She has made presentations and has served on numerous committees, including the program committees for the EDUCAUSE Annual Conference and the Enterprise Technology Conference, and was program chair for Southwest Regional Conference.

Carol L. Smith
Carol L. Smith is the chief information officer at DePauw University, a position she has held since 2008. Smith joined the DePauw community in 1994 and has been variously involved with IT programs and initiatives at the university. Her current role as leader of information services is to ensure that effective, appropriate, and sustainable IT resources and services are available to enable all students, faculty members, and staff members of the DePauw community. Smith earned her undergraduate degree from DePauw (1985) and her master’s degree in instruction systems technology from Indiana University School of Education (2001). She is a faculty member for the EDUCAUSE Leadership Institute Program (2014–16) and a current member of the Consortium of Liberal Arts Colleges (CLAC) Board of Directors. She was a member of the EDUCAUSE 2011 Program Committee and has served on the board of directors of the Indiana Higher Education Telecommunication System (IHETS).
David Swartz
Dave Swartz is the chief information officer of American University in Washington, D.C. Before coming to American University in 2007 he was the CIO at George Washington University for eight years. He was also the director of information systems and network services at West Virginia University, where he had responsibility for enterprise infrastructure and information systems. Swartz has a long history of supporting university and health care computing and networking. He has worked as a consultant on ERP systems and telemedicine networks for groups such as Columbia Health System out of Nashville, Saint Francis Health System out of Tulsa, the states of North Dakota and South Dakota, Indian Health Service, the Veterans Administration, and the U.S. military. He holds the BS, MS, and PhD from the University of Maryland College Park with a focus in economics. He has been an author with Telemedicine Today, where he has published over 50 columns featuring articles on telemedicine technology. He has published 33 peer-reviewed articles, two chapters, and one book.

Bruce M. Taggart
Bruce M. Taggart, PhD (University of Connecticut, 1993): Taggart is the vice provost for library and technology services at Lehigh University. He is responsible for strategic planning, budgetary management, and leadership for campus-wide library and technology support services, which includes two libraries, academic computing, faculty development, research computing, administrative computing, distance education, networking, and telecommunications. Prior to assuming his current position at Lehigh University, Taggart was the executive director for information technology at Portland State University (Oregon), and prior to that he was the associate director of the University of Connecticut Computing Center. Taggart has written and presented nationally and internationally on the areas organizational development, strategic planning, new paradigms in teaching, and preparing college campuses for teaching in the 21st century. Taggart has actively participated and held senior leadership positions on state and national committees, including the State of Oregon Governor’s Telecommunications Advisory Committee, the Northwest Academic Computing Consortia, EDUCAUSE, and the Lehigh Valley Economic Development Corporation.