Sunday, July 21

3:00 p.m. – 5:00 p.m.

Registration and Badge Pickup

Alpine West Ballroom, second level

Session Type: Service Desk

Monday, July 22

7:00 a.m. – 8:00 a.m.

Breakfast

Alpine West Ballroom, second level

Session Type: Meal

8:00 a.m. – 9:00 a.m.

Institute Kick-Off: Part 1

Alpine West Ballroom, second level

Session Type: General Session

Kirk Kelly, *Chief Information Officer, Portland State University*

The EDUCAUSE Institute Leadership Program will begin with a welcome from faculty and an overview to set the stage for an invigorating and productive week of learning, sharing, and networking. You will be asked to identify goals for the week through the use of a Personal Action Plan. 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.

9:00 a.m. – 9:15 a.m.

Break

Grand Ballroom Foyer, second level

Session Type: Break

9:15 a.m. – 10:15 a.m.

Institute Kick-Off: Part 2

Alpine West Ballroom, second level

Session Type: General Session

Kirk Kelly, Chief Information Officer, Portland State University

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10:15 a.m. – 10:45 a.m.

Refreshment Break

Grand Ballroom Foyer, second level

Session Type: Break

10:45 a.m. – 12:00 p.m.

The Strategic Leader

Alpine West Ballroom, second level

Session Type: General Session

Susan Malisch, VP and CIO, Loyola University Chicago

Michael Cato, Senior Vice President and Chief Information Officer, Bowdoin College

The pervasiveness of technology in a modern university, together with the high expectations for a typical IT organization, result in daunting challenges for CIOs and CISOs. Strategic leadership is required to meet these challenges. To be effective, today's leaders must understand the institutional culture and mission, have rock-solid judgment, and deliver results. We will explore the key roles, aspects, and skills of successful higher education technology leaders.

Objectives:
- Review the key findings from "A Model for IT Leadership"
- Gain awareness of the broad portfolio of a typical higher education IT organization
- Explore mission and culture, governance models, and the importance of aligning resources with institutional priorities

12:00 p.m. – 1:00 p.m.

Lunch

Grand Ballroom C, second level

Session Type: Meal

1:00 p.m. – 1:30 p.m.

Challenge Project Introduction

Alpine West Ballroom, second level

Session Type: General Session

Cheryl Washington, *Chief Information Security Officer, University of California, Davis*
Sharon E. Blanton, *Vice President of Information Technology and Campus Safety, The College of New Jersey*

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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

1:30 p.m. – 2:45 p.m.

Creating a Culture of Innovation

Alpine West Ballroom, second level

Session Type: General Session

Cheryl Washington, *Chief Information Security Officer, University of California, Davis*
Michael Cato, *Senior Vice President and Chief Information Officer, Bowdoin College*

When it works well, technology plays a critical role in driving innovation throughout an organization. The need for agile and responsive IT is especially important to higher education given cyberinfrastructure challenges, the potential for using technology to enhance teaching and learning, and opportunities to make universities more efficient through digitization and automation. How do we as CIOs and CISOs help create an environment in which innovation is not only accepted but also valued? We will study best practices and develop ideas to put into action at our own institutions.

Objectives:
- Better understand the role of innovation and adaptation in achieving sustainable excellence
- Learn how embracing innovation can lead to a more satisfying work experience for IT staff
- Explore best practices for creating a culture of innovation

2:45 p.m. – 3:15 p.m.

Refreshment Break

Grand Ballroom Foyer, second level

Session Type: Break

3:15 p.m. – 4:30 p.m.

Leading Institutional Change

Alpine West Ballroom, second level

Session Type: General Session

Susan Malisch, *VP and CIO, Loyola University Chicago*

Sharon E. Blanton, *Vice President of Information Technology and Campus Safety, The College of New Jersey*

Technology is changing how we teach, learn, research, operate, communicate, and socialize throughout our institutions. Successful IT leaders provide the strategic vision to lead the university through the myriad of 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. We will focus on the role of CIO and CISO in leading institutional change as trusted advisor, visionary and relationship builder.

Objectives:
- Consider barriers to successful change and mitigation strategies
- Identify strategies for leading institutional change from several case studies
- Focus on how personal qualities such as credibility and vision, as well as the ability to build meaningful relationships, support the role of change driver

4:30 p.m. – 5:00 p.m.

Conversations with Faculty

Alpine West Ballroom, second level

Session Type: General Session

Sharon E. Blanton, *Vice President of Information Technology and Campus Safety, The College of New Jersey*

Kirk Kelly, *Chief Information Officer, Portland State University*

Michael Cato, *Senior Vice President and Chief Information Officer, Bowdoin College*

Cheryl Washington, *Chief Information Security Officer, University of California, Davis*

Susan Malisch, *VP and CIO, Loyola University Chicago*

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

5:00 p.m. – 6:00 p.m.

Free Time

Session Type: Break

6:00 p.m. – 6:30 p.m.

Welcome Reception

Alpine West Ballroom, second level

Session Type: Reception

6:30 p.m. – 8:00 p.m.

Welcome Dinner

Grand Ballroom C, second level

Session Type: Meal

Tuesday, July 23

7:00 a.m. – 8:00 a.m.

Breakfast

Alpine West Ballroom, second level

Session Type: Meal

8:00 a.m. – 8:30 a.m.

Daily Announcements and Activities

Alpine West Ballroom, second level

Session Type: General Session

8:30 a.m. – 9:45 a.m.

Motivation and Drive

Alpine West Ballroom, second level

Session Type: General Session

Kirk Kelly, Chief Information Officer, Portland State University

Cheryl Washington, Chief Information Security Officer, University of California, Davis

A highly capable and agile IT team is critical to meeting the challenges facing higher education today. Successful CIOs and CISOs understand the importance of diversity, equity, and inclusion in maximizing overall effectiveness. Likewise, they understand what motivates people, how to achieve high employee engagement, and how to recruit and retain talent. We will consider how we as leaders can help others reach their highest potential for the benefit of the organization.

Objectives:
- Develop a better understanding of others and their motivations
- Discuss ways to achieve high employee engagement
- Consider how an inclusive approach helps with overall effectiveness

9:45 a.m. – 10:15 a.m.

Refreshment Break

Grand Ballroom Foyer, second level

Session Type: Break

10:15 a.m. – 11:30 a.m.

Challenge Project Group Launch

Alpine West Ballroom, second level

Session Type: General Session

Exercises throughout the week will combine the core themes and topics and focus on forming a cohesive team to produce several deliverables that represent the variety of ways in which CIOs and CISOs operate. 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

11:30 a.m. – 12:00 p.m.

Free Time

Session Type: Break

12:00 p.m. – 1:00 p.m.

Lunch

Grand Ballroom C, second level

Session Type: Meal

1:00 p.m. – 2:15 p.m.

Relationships and Communication

Alpine West Ballroom, second level

Session Type: General Session

Sharon E. Blanton, *Vice President of Information Technology and Campus Safety, The College of New Jersey*
Susan Malisch, *VP and CIO, Loyola University Chicago*

Successful CIOs and CISOs understand the importance of communication, collaboration, and collegiality in higher education. They build and sustain relationships throughout the institution, as well as with their peers at other institutions, to identify IT priorities, garner needed resources, and lead change. They must have a firm grasp not only on their own units but also on the diverse departments and roles across the university (e.g., academic affairs, finance, admissions/recruiting, marketing, development/alumni relations, student affairs, institutional research, and more). We will discuss leadership responsibilities and broad institutional issues across non-IT areas and explore the intersections and opportunities presented by leveraging relationships.

Objectives:
- Consider how to translate and present technical information so that it resonates with nontechnical constituencies including students, faculty, staff, and administration
- Identify means to cultivate effective working relationships at your institution and beyond

2:15 p.m. – 2:45 p.m.

Refreshment Break

Grand Ballroom Foyer, second level

Session Type: Break

2:45 p.m. – 4:15 p.m.

Challenge Project

Alpine West Ballroom, second level

Session Type: General Session

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4:15 p.m. – 5:00 p.m.

Conversations with Faculty

Alpine West Ballroom, second level

Session Type: General Session

Cheryl Washington, *Chief Information Security Officer, University of California, Davis*

Susan Malisch, *VP and CIO, Loyola University Chicago*

Sharon E. Blanton, *Vice President of Information Technology and Campus Safety, The College of New Jersey*

Kirk Kelly, *Chief Information Officer, Portland State University*

Michael Cato, *Senior Vice President and Chief Information Officer, Bowdoin College*

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- Engage in a conversation about experiences you can expect as a CIO or CISO
- Ask questions about the challenges and rewards of being a CIO or CISO
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5:00 p.m. – 6:00 p.m.

Free Time

Session Type: Break

6:00 p.m. – 8:00 p.m.

Off-Site Group Dinner with Faculty

Session Type: Activity

Join the faculty for an off-site dinner in Salt Lake City. *NOTE: Tuesday dinner not included in your registration fee.*

Wednesday, July 24

7:00 a.m. – 8:00 a.m.

Breakfast

Alpine West Ballroom, second level

Session Type: Meal

8:00 a.m. – 8:30 a.m.

Daily Announcements and Activities

Alpine West Ballroom, second level

Session Type: General Session

8:30 a.m. – 9:45 a.m.

Navigating Current Issues

Alpine West Ballroom, second level

Session Type: General Session

Susan Malisch, *VP and CIO, Loyola University Chicago*

Cheryl Washington, *Chief Information Security Officer, University of California, Davis*

As campus leaders, we must respond and add value as new opportunities and challenges emerge each year. A recent example is the role of social media at our institutions as related to the national debate on diversity and inclusion and Title IX. In future years, our institutions will face potentially game changing events, events that cannot even be imagined now. Our reaction to these events can have major positive or negative impact in terms of major enrollment changes, mergers and consolidations, and more. In this participant-driven session, we will explore strategies for successfully navigating this high-speed change at the enterprise level.

Objectives:
- Identify when and how to engage campus leaders on new strategic opportunities and risks
- Understand the need to develop a high-level view of the institution and its core mission
- Recognize the value of information resources and technologies in the stream of current issues/changes and how IT tools can be leveraged to institutional advantage

9:45 a.m. – 10:15 a.m.

Refreshment Break

Grand Ballroom Foyer, second level

Session Type: Break

10:15 a.m. – 11:30 a.m.

Challenge Project

Alpine West Ballroom, second level

Session Type: General Session

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Objectives:
- Develop competencies that influence executive decision-making and bring value to your institution
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11:30 a.m. – 12:00 p.m.

Free Time

Session Type: Break

12:00 p.m. – 1:00 p.m.

All Institute Lunch

Grand Ballroom C, second level

Session Type: Meal

1:00 p.m. – 2:15 p.m.

Pursuing Diversity, Equity, and Inclusion for Strategic Advantage

Alpine West Ballroom, second level

Session Type: General Session

Michael Cato, *Senior Vice President and Chief Information Officer, Bowdoin College*
Sharon E. Blanton, *Vice President of Information Technology and Campus Safety, The College of New Jersey*

Private industry has long touted the benefits of diverse and inclusive organizations, highlighting increased innovation, talent retention, and competitiveness. Leading tech companies have begun the messy process of acknowledging the work they must do to make these gains. With 95% of higher education CIOs and CISOs identifying themselves as white, and only 20% of them being women, isn't it time for higher ed IT to do the same? Whether through gender, ethnicity, sexual orientation, age, or any of the other myriad ways teams can be diverse, is it possible that emphasizing the strategic advantages of pursuing diversity, equity, and inclusion (DEI) can help change the demographics of our community? We will explore topics such as unconscious bias and research-based approaches to encourage DEI, with a focus on articulating strategic advantages to our organizations and institutions.

Objectives:
- Consider the implications of higher ed IT demographic trends and statistics
- Explore examples of the strategic benefits of inclusive workplaces
- Identify approaches to translate these benefits to your institution

2:15 p.m. – 2:30 p.m.

Refreshment Break

Grand Ballroom Foyer, second level

Session Type: Break

2:30 p.m. – 4:30 p.m.

Challenge Project

Alpine West Ballroom, second level

Session Type: General Session

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4:30 p.m. – 4:45 p.m.

Break

Grand Ballroom Foyer, second level

Session Type: Break

4:45 p.m. – 5:30 p.m.

Conversations with Faculty

Alpine West Ballroom, second level

Session Type: General Session

Sharon E. Blanton, *Vice President of Information Technology and Campus Safety, The College of New Jersey*

Susan Malisch, *VP and CIO, Loyola University Chicago*

Kirk Kelly, *Chief Information Officer, Portland State University*

Cheryl Washington, *Chief Information Security Officer, University of California, Davis*

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- Explore whether you are interested in and suited for the CIO or CISO positions

5:30 p.m. – 6:00 p.m.

Free Time

Session Type: Break

Thursday, July 25

7:00 a.m. – 8:00 a.m.

Breakfast

Alpine West Ballroom, second level

Session Type: Meal

8:00 a.m. – 8:30 a.m.

Daily Announcements and Activities

Alpine West Ballroom, second level

Session Type: General Session

8:30 a.m. – 10:00 a.m.

Challenge Project Presentations

Alpine West Ballroom, second level

Session Type: General Session

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10:00 a.m. – 10:30 a.m.

Refreshment Break

Grand Ballroom Foyer, second level

Session Type: Break

10:30 a.m. – 12:30 p.m.

Challenge Project Presentations

Alpine West Ballroom, second level

Session Type: General Session

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12:30 p.m. – 1:30 p.m.

Lunch

Grand Ballroom C, second level

Session Type: Meal

1:30 p.m. – 2:15 p.m.

Conversations with Faculty

Alpine West Ballroom, second level

Session Type: General Session

Susan Malisch, *VP and CIO, Loyola University Chicago*

Cheryl Washington, *Chief Information Security Officer, University of California, Davis*

Michael Cato, *Senior Vice President and Chief Information Officer, Bowdoin College*

Ana Borray, *Sr. Director Professional Learning and Development, EDUCAUSE*

Kirk Kelly, *Chief Information Officer, Portland State University*

Sharon E. Blanton, *Vice President of Information Technology and Campus Safety, The College of New Jersey*

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2:15 p.m. – 2:45 p.m.

Refreshment Break

Grand Ballroom Foyer, second level

Session Type: Break

2:45 p.m. – 4:00 p.m.

Emotional Intelligence

Alpine West Ballroom, second level

Session Type: General Session

Michael Cato, *Senior Vice President and Chief Information Officer, Bowdoin College*

Kirk Kelly, *Chief Information Officer, Portland State University*

Leaders who possess a high level of emotional intelligence (EI) are far more successful than those who rely primarily on smarts or pure intelligence. They have a good understanding their strengths and weaknesses, as well as their emotional triggers, and they have empathy for others. Leaders are even more effective when a high level of EI is combined with a good understanding of what really motivates them and their employees. We will explore the latest EI research and highlight techniques to cultivate EI.

Objectives:
- Understand the importance of EI as a leader
- Identify your own EI strengths and weaknesses
- Explore the traits of emotionally intelligent leaders and consider how to grow in these areas

4:00 p.m. – 4:15 p.m.

Break

Grand Ballroom Foyer, second level

Session Type: Break

4:15 p.m. – 6:00 p.m.

A Conversation with the Executive Level

Alpine West Ballroom, second level

Session Type: General Session

Kirk Kelly, *Chief Information Officer, Portland State University*

A panel of executive-level administrators will share their stories and experiences to help program participants learn more about their goals, responsibilities, and biggest challenges. From this perspective, this session will provide opportunity to study how the IT organization works successfully with other areas of the enterprise to articulate needs, justify proposals, and build successful partnerships to serve our universities.

Objectives:
- Become familiar with the goals and challenges of higher education administration as seen through the lens of other campus leaders
- Understand how to work with stakeholders that manage and direct the resources to support the IT service mission
- Explore tips for crafting and communicating effective budget and strategic proposals to garner support for your work

6:00 p.m. – 6:30 p.m.

All Institute Reception

Trofi Restaurant and Patio, lobby level

Session Type: Meal

6:30 p.m. – 7:30 p.m.

All Institute Dinner

Grand Ballroom C, second level

Session Type: Meal

7:30 p.m. – 9:30 p.m.

Closing Session and Program Wrap-Up

Alpine West Ballroom, second level

Session Type: General Session