Sunday, July 21

3:00 p.m. – 5:00 p.m.

Registration and Badge Pickup
Grand Ballroom A, second level
Session Type: Service Desk

Monday, July 22

8:30 a.m. – 9:45 a.m.

Opening and Welcome
Grand Ballroom A, second level
Session Type: General Session

Kelvin Thompson, Executive Director, Center for Distributed Learning, University of Central Florida
Liv Gjestvang, Associate Vice President for Learning Technology, The Ohio State University
Malcolm Brown, Director of Learning Initiatives, EDUCAUSE
Sherri Nicole Braxton, Senior Director, Instructional Technology, University of Maryland, Baltimore County
Bradley A. Cohen, Senior Vice Provost for Instructional Innovation, Ohio University
Cindy J Mitchell, Chief Information Officer, Colby College
Julian O. Allen, Senior Director of Learning Innovations, Georgia State University

We'll begin the EDUCAUSE Learning Technology Leadership program by getting to know each other and learning more about the LTL faculty. The faculty will share their leadership stories and invite participants to ask questions and add to the conversation. We'll also partner in small groups to engage in a fast-paced team-building activity and illustrate what becomes possible when you roll up your sleeves and dive in.

Learning Objectives: Engage with and learn from faculty and cohorts in the LTL program * Understand the diverse range of paths to leadership roles * Reflect on the value of institutional and personal challenges and the opportunities these provide for professional growth * Get an overview of the week to come

9:45 a.m. – 10:15 a.m.

Break
Grand Ballroom Foyer, second level
Session Type: Break

10:15 a.m. – 11:45 a.m.

What Do You Bring: Self-Reflection in Leadership
In this interactive session, we'll begin to identify and articulate our values in the creation of a personal leadership manifesto. (The leadership manifesto is a place to articulate how you want to lead and identify the skills you bring.) We will explore the Birkman Method results as one baseline for defining our own professional development roadmap and discuss other opportunities for self-reflection beyond this assessment that allow each of us to better understand the core ideals we want to drive our leadership decisions.

**Learning Objectives:** Understand how self-reflection on leadership can shape your growth as a leader * Recognize and build on your personal strengths * Identify and articulate your leadership values * Draft a written plan for professional development that helps you grow in leadership

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**Lunch & Faculty Panel**

Grand Ballroom A, second level

*Session Type: Meal*

Liv Gjestvang, Associate Vice President for Learning Technology, The Ohio State University  
Cindy J Mitchell, Chief Information Officer, Colby College  
Sherri Nicole Braxton, Senior Director, Instructional Technology, University of Maryland, Baltimore County  
Julian O. Allen, Senior Director of Learning Innovations, Georgia State University  
Kelvin Thompson, Executive Director, Center for Distributed Learning, University of Central Florida  
Bradley A. Cohen, Senior Vice Provost for Instructional Innovation, Ohio University  
Malcolm Brown, Director of Learning Initiatives, EDUCAUSE

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**Leading Innovation**

Grand Ballroom A, second level

*Session Type: General Session*

Liv Gjestvang, Associate Vice President for Learning Technology, The Ohio State University  
Bradley A. Cohen, Senior Vice Provost for Instructional Innovation, Ohio University

Insights from learning sciences, financial pressures, emerging technologies, and other factors put a premium on innovation in higher education. At the same time, resource constraints, a climate of urgency, and the cost of innovation create real challenges for leaders who seek to foster innovation. In this session, we will consider what distinguishes innovative organizations and what you can do to foster and support innovation within your team and organization.

**Learning Objectives:** Identify qualities of innovative organizations and leaders * Develop strategies for managing innovative teams and projects * Make a compelling case for play, creativity, and innovation within your organization
3:00 p.m. – 3:30 p.m.

Break
Grand Ballroom Foyer, second level

Session Type: Break

3:30 p.m. – 4:45 p.m.

Diversity and Inclusivity
Grand Ballroom A, second level

Session Type: General Session

Julian O. Allen, Senior Director of Learning Innovations, Georgia State University
Sherri Nicole Braxton, Senior Director, Instructional Technology, University of Maryland, Baltimore County

The customers, clients, colleagues, and stakeholders of learning technology solutions are diverse, comprising various age groups and demographic and socioeconomic backgrounds. Technology leaders must provide services and solutions that address the diverse needs of these heterogeneous populations. We'll discuss the significance that diversity and inclusivity can play in contributing to productivity, creativity, and innovation in an organization and the importance of having a team of individuals with varying perspectives and life experiences. We'll also discover and discuss ways to build a more diverse staff, create a welcoming environment for all employees, and build community through deliberately fostering inclusive organizational practices.

Learning Objectives: Understand the obvious and not-so-obvious personal, situational, and organizational factors that contribute to diversity * Value the connection between diversity, creativity, and productivity * Create an environment that welcomes a diversity of people and practices and encourages constant employee participation and inclusion of a wide variety of ideas

6:00 p.m. – 6:30 p.m.

Welcome Reception
Grand Ballroom A, 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

7:30 a.m. – 8:30 a.m.
Breakfast
Grand Ballroom A, second level

Session Type: Meal

8:30 a.m. – 9:00 a.m.

Morning Reflection: Daily Case Study in Leadership
Grand Ballroom A, second level

Session Type: General Session

Mornings will begin with time for reflecting on the previous day's topics and engaging in activities, as well as an overview of the day's upcoming sessions.

Learning Objectives: Identify leadership role models, and why, using the Johari window (Leader, Follower, Peer, Individual)

9:00 a.m. – 9:30 a.m.

When You Get the Call: Preparing for Urgent Requests from Above
Grand Ballroom A, second level

Session Type: General Session

Bradley A. Cohen, Senior Vice Provost for Instructional Innovation, Ohio University
Kelvin Thompson, Executive Director, Center for Distributed Learning, University of Central Florida

When urgent requests arrive—and they will—what can you do to be ready? We will share examples of urgent proposals requested to meet budget, grant, donor, or other deadlines. These can be opportunities (new funding for new projects) or challenges (need to cut operational dollars). Either way, effective leaders are prepared.

Learning Objectives: Understand conditions that can lead to urgent proposals * Identify strategies for readiness * Develop confidence to handle urgent requests from both tactical and emotional perspectives

9:30 a.m. – 10:15 a.m.

We're in the Money: A Guide to Budgeting
Grand Ballroom A, second level

Session Type: General Session

Cindy J Mitchell, Chief Information Officer, Colby College
Julian O. Allen, Senior Director of Learning Innovations, Georgia State University

At some point every leader must develop budgets and proposals. You may be asked to develop a budget for your department or a budget for an exciting new project. You will likely need to present and justify the budget to your boss or perhaps a panel of decision
Learning Objectives: Identify elements of a budget and use those to build a model budget * Develop a budget presentation for senior administrators * Identify key institutional characteristics that will inform the development of a budget culture and strategies

10:15 a.m. – 10:45 a.m.

Break
Grand Ballroom Foyer, second level
Session Type: Break

10:45 a.m. – 11:30 a.m.

Making the Case (MTC) Project Kickoff
Grand Ballroom A, second level
Session Type: General Session
Julian O. Allen, Senior Director of Learning Innovations, Georgia State University
Kelvin Thompson, Executive Director, Center for Distributed Learning, University of Central Florida

The Making the Case (MTC) project is the capstone experience of the LTL program. It requires engagement in problem solving, creative thinking, teamwork, and strategic planning. The MTC project gives you a chance to think creatively about some of the ideas discussed throughout the week, apply them to an actual learning technology problem, and communicate a proposed solution to university administration. The MTC teams will be assigned by the faculty. The guidelines for the MTC project are designed to provide individual teams with the latitude they need to apply their creativity and innovation to the project outcome. Parameters for the final projects will be covered during the program. Each MTC team will give a presentation on their project toward the end of the program.

Learning Objectives: Form a cohesive team of diverse individuals, communicate at an appropriate level, and problem solve using innovative strategies * Solve challenging educational technology problems that draw on real-world issues * Integrate and apply the concepts discussed throughout the curriculum * Develop concrete strategies for integrating LTL concepts into your path to leadership on your campus and in your career

11:30 a.m. – 1:00 p.m.

Lunch
Grand Ballroom C, second level
Session Type: Meal

1:00 p.m. – 2:30 p.m.

Influencing from Where You Are: Building Networks and Communicating Effectively
Grand Ballroom A, second level
Leadership is enacted within a complex organizational system, regardless of institution size. The intersection of positions, authority, decision-making power, and relationships are all aspects of this system. As a member of your organization, you have an opportunity to influence and serve organizational and institutional goals. Your ability to contribute in more- or less-influential ways depends on your ability to effectively navigate and leverage this system. This means knowing what roles are in play, who occupies those roles, what sphere of influence they have, and how to develop meaningful and appropriate relationships within the organizational system. We'll focus on strategies that lead to greater capacity to contribute and influence within this complexity.

**Learning Objectives:** Develop a framework to understand influence within a complex organization * Define with intention your current and aspirational self within your organizational network * Apply strategies to build influence, including building a network and developing effective communication strategies

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**2:30 p.m. – 2:45 p.m.**

**Break**

Grand Ballroom Foyer, second level

**Session Type: Break**

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**2:45 p.m. – 4:30 p.m.**

**Breakout Sessions**

**Session Type: Breakout Session**

The goal of these breakout sessions is to explore a range of topics relevant to LTL participants, including those that are emerging and challenging for new leaders. You will help select topics for the breakout sessions in advance of the program and will have the opportunity to engage in two sessions of your choice. Potential topics include Giving Effective Presentations, Developing and Working with a Budget, Time Management and Productivity, Building Your Team Around Talent, and more.

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**4:30 p.m. – 6:00 p.m.**

**MTC Team Prep**

**Session Type: Breakout**

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**6:30 p.m. – 8:30 p.m.**

**MTC Team Dinner with Coaches**

**Session Type: Activity**

Join Coaches at an off-site dinner in Salt Lake City. **NOTE:** Tuesday dinner not included in your registration fee.
Wednesday, July 24

7:30 a.m. – 8:30 a.m.

Breakfast
Grand Ballroom A, second level
Session Type: Meal

8:30 a.m. – 9:00 a.m.

Morning Reflection: Daily Case Study in Leadership
Grand Ballroom A, second level
Session Type: General Session

Mornings will begin with time for reflecting on the previous day's topics and engaging in activities, as well as an overview of the day's upcoming sessions.

9:00 a.m. – 10:00 a.m.

Ethical Leadership
Grand Ballroom A, second level
Session Type: General Session

Bradley A. Cohen, Senior Vice Provost for Instructional Innovation, Ohio University
Kelvin Thompson, Executive Director, Center for Distributed Learning, University of Central Florida

Whether you are tempted by the generosity of a vendor, encouraged by your boss to hire her friend, or asked to use live student data to demonstrate an amazing new recommender system, as a leader you have to be aware of and navigate ethical issues. During this session, we will explore some of the ethical complexities facing learning technology decision makers within higher education and consider strategies for leading with integrity.

Learning Objectives: Develop strategies for enhancing your sensitivity to ethical issues * Identify resources to support ethical leadership * Appreciate the limits of policy and the importance of leading with integrity

10:00 a.m. – 10:30 a.m.

Break
Grand Ballroom Foyer, second level
Session Type: Break
<table>
<thead>
<tr>
<th>Time</th>
<th>Session Title</th>
<th>Location</th>
<th>Session Type</th>
<th>Speaker(s)</th>
<th>Description</th>
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</thead>
<tbody>
<tr>
<td>10:30 a.m. – 11:30 a.m.</td>
<td>Working in and Leading Teams: Flexibility and Constructive Conflict</td>
<td>Grand Ballroom A, second level</td>
<td>General Session</td>
<td>Cindy J Mitchell, Chief Information Officer, Colby College; Sherri Nicole Braxton, Senior Director, Instructional Technology, University of Maryland, Baltimore County</td>
<td>During this session, we will discuss team dynamics and the various ways they manifest in the workplace. We will provide you with frameworks to help you participate in, lead, and manage successful team-based projects. We'll also present strategies for encouraging flexibility and leveraging constructive conflict, which will, in turn, yield greater understanding and awareness within the team, increased group cohesion and, ultimately, improved team performance. Learning Objectives: Analyze team dynamics by beginning with understanding yourself and others as individuals * Discern strategies for working with and in teams, including management frameworks and interpersonal strategies * Identify approaches to improving teamwork during this week and back at your institution</td>
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<tr>
<td>11:30 a.m. – 1:30 p.m.</td>
<td>All Institute Lunch</td>
<td>Grand Ballroom C, second level</td>
<td>Meal</td>
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<tr>
<td>1:30 p.m. – 2:45 p.m.</td>
<td>Creating a Culture of Coaching and Feedback</td>
<td>Grand Ballroom A, second level</td>
<td>General Session</td>
<td>Julian O. Allen, Senior Director of Learning Innovations, Georgia State University; Liv Gjestvang, Associate Vice President for Learning Technology, The Ohio State University</td>
<td>We'll focus on creative ways to build a culture of coaching within your team through the identification of talent and the use of positive reinforcement. What are the most important elements of an effective coaching relationship and how can you use them to support your colleagues at work? How can you use this model for your own professional development? With a focus on listening, reflection, and bold, candid feedback, we will practice skills to help support the growth of your team and your culture. Learning Objectives: Understand the factors that contribute to engagement in the workplace * Understand the differences between feedback and coaching and when to use each * Explore elements of good listening and managing difficult conversations * Identify an area where you would benefit from support and create a plan to secure it</td>
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<tr>
<td>2:45 p.m. – 3:00 p.m.</td>
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Break
Grand Ballroom Foyer, second level

Session Type: Break

3:00 p.m. – 4:45 p.m.

Breakout Sessions
Session Type: Breakout Session

The goal of these breakout sessions is to explore a range of topics relevant to LTL participants, including those that are emerging and challenging for new leaders. You will help select topics for the breakout sessions in advance of the program and will have the opportunity to engage in two sessions of your choice. Potential topics include Giving Effective Presentations, Developing and Working with a Budget, Time Management and Productivity, Building Your Team Around Talent, and more.

Thursday, July 25

7:30 a.m. – 8:15 a.m.

Breakfast
Grand Ballroom A, second level

Session Type: Meal

8:15 a.m. – 9:00 a.m.

MTC Presentation Warm-Ups
Grand Ballroom A, second level

Session Type: General Session

Kelvin Thompson, Executive Director, Center for Distributed Learning, University of Central Florida
Malcolm Brown, Director of Learning Initiatives, EDUCAUSE
Liv Gjestvang, Associate Vice President for Learning Technology, The Ohio State University
Cindy J Mitchell, Chief Information Officer, Colby College
Julian O. Allen, Senior Director of Learning Innovations, Georgia State University
Sherri Nicole Braxton, Senior Director, Instructional Technology, University of Maryland, Baltimore County
Bradley A. Cohen, Senior Vice Provost for Instructional Innovation, Ohio University

Fine-tune your MTC presentations in this session. Teams are welcome to include their faculty mentor.

9:00 a.m. – 12:00 p.m.
MTC Presentations
Grand Ballroom A, second level

Session Type: General Session

Bradley A. Cohen, Senior Vice Provost for Instructional Innovation, Ohio University
Sherri Nicole Braxton, Senior Director, Instructional Technology, University of Maryland, Baltimore County
Malcolm Brown, Director of Learning Initiatives, EDUCAUSE
Cindy J Mitchell, Chief Information Officer, Colby College
Julian O. Allen, Senior Director of Learning Innovations, Georgia State University
Liv Gjestvang, Associate Vice President for Learning Technology, The Ohio State University
Kelvin Thompson, Executive Director, Center for Distributed Learning, University of Central Florida

MTC team presentations will be given in this session, followed by questions and feedback from the LTL faculty.

12:00 p.m. – 2:00 p.m.

Lunch
Grand Ballroom C, second level

Session Type: Meal

2:00 p.m. – 2:45 p.m.

MTC Faculty Feedback
Grand Ballroom A, second level

Session Type: General Session

Kelvin Thompson, Executive Director, Center for Distributed Learning, University of Central Florida
Julian O. Allen, Senior Director of Learning Innovations, Georgia State University
Sherri Nicole Braxton, Senior Director, Instructional Technology, University of Maryland, Baltimore County
Cindy J Mitchell, Chief Information Officer, Colby College
Liv Gjestvang, Associate Vice President for Learning Technology, The Ohio State University
Bradley A. Cohen, Senior Vice Provost for Instructional Innovation, Ohio University
Malcolm Brown, Director of Learning Initiatives, EDUCAUSE

We will reflect on the previous day's topics and activities and overview the day's sessions, followed by LTL faculty feedback on the MTC presentations.

2:45 p.m. – 3:00 p.m.

MTC Mentor Debrief
Grand Ballroom A, second level
Session Type: General Session

**Kelvin Thompson**, Executive Director, Center for Distributed Learning, University of Central Florida

**Sherri Nicole Braxton**, Senior Director, Instructional Technology, University of Maryland, Baltimore County

**Julian O. Allen**, Senior Director of Learning Innovations, Georgia State University

**Cindy J Mitchell**, Chief Information Officer, Colby College

**Liv Gjestvang**, Associate Vice President for Learning Technology, The Ohio State University

**Bradley A. Cohen**, Senior Vice Provost for Instructional Innovation, Ohio University

**Malcolm Brown**, Director of Learning Initiatives, EDUCAUSE

LTL teams will have time during this session to connect with their mentors to discuss feedback, answer questions and celebrate the success of their MTC presentations.

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**3:00 p.m. – 3:15 p.m.**

**Break**

Grand Ballroom Foyer, second level

Session Type: Break

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**3:15 p.m. – 4:15 p.m.**

**Sustainable and Mindful Leadership**

Grand Ballroom A, second level

Session Type: General Session

**Sherri Nicole Braxton**, Senior Director, Instructional Technology, University of Maryland, Baltimore County

**Cindy J Mitchell**, Chief Information Officer, Colby College

With great power comes great responsibility. As we advance into new leadership positions, the impact of our actions are magnified and the demands on our time and energy grow. Through mindful leadership, we can practice ways to find that quiet place to examine the strategic, cultural, and emotional factors that are influencing our choices. This awareness allows us to make thoughtful and courageous decisions for the health of ourselves, our teams, and our institutions. We'll explore a variety of mindful leadership practices that can help us create more focus, creativity, and joy in the workplace. We'll also discuss ways to sustain healthy focus at work while retaining energy for the things we love outside it.

**Learning Objectives:**
- Explore the habits of mindful leaders
- Examine workplace factors that are impacting your emotional and physical health
- Make a plan for incorporating mindful practices into your schedule
- Explore strategies to maintain your energy at work

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**4:15 p.m. – 4:45 p.m.**

**Reflections: What Are You Taking Back?**

Grand Ballroom A, second level
In this final session, we'll share lessons learned during the LTL program, and you'll begin to make an action plan for when you return home.

**Learning Objectives:** Determine priorities for growth when you return to your campus * Learn about effective ways to continue personal development path

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4:45 p.m. – 5:00 p.m.

**LTL2019 Evaluations**

Grand Ballroom A, second level

**Session Type: General Session**

**Malcolm Brown, Director of Learning Initiatives, EDUCAUSE**

Everything improves by means of input and feedback, and LTL is no exception. During this session, we will ask you to work on your summative evaluation of LTL 2019, submitting it and the end of the session to EDUCAUSE.

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6:00 p.m. – 6:30 p.m.

**All Institute Reception**

Trofi Restaurant and Patio, lobby level

**Session Type: Reception**

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6:30 p.m. – 7:30 p.m.

**All Institute Dinner**

Grand Ballroom C, second level

**Session Type: Meal**

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7:30 p.m. – 9:00 p.m.

**Graduation**

Grand Ballroom A, second level

**Session Type: General Session**

**Liv Gjestvang, Associate Vice President for Learning Technology, The Ohio State University**

**Cindy J Mitchell, Chief Information Officer, Colby College**
Julian O. Allen, Senior Director of Learning Innovations, Georgia State University
Kelvin Thompson, Executive Director, Center for Distributed Learning, University of Central Florida
Malcolm Brown, Director of Learning Initiatives, EDUCAUSE
Bradley A. Cohen, Senior Vice Provost for Instructional Innovation, Ohio University
Sherri Nicole Braxton, Senior Director, Instructional Technology, University of Maryland, Baltimore County

Certificates will be awarded to all attendees who completed the LTL Institute for 2019. We'll look back at highlights of the week.