

Sunday, July 21

3:00 p.m. – 5:00 p.m.

Registration and Badge Pickup

Alpine East Ballroom, second level

Session Type: Service Desk

Monday, July 22

7:30 a.m. – 8:00 a.m.

Breakfast

Alpine East Ballroom, second level

Session Type: Meal

8:00 a.m. – 10:00 a.m.

Program Kickoff

Alpine East Ballroom, second level

Session Type: General Session

Damian Doyle, Assistant Vice President of Enterprise Infrastructure, University of Maryland, Baltimore County

Shana L Campbell, Manager, Professional Learning, EDUCAUSE

Karen Warren, Deputy CIO, Wesleyan University

Elizabeth Rugg, Assistant Vice Chancellor, Client Engagement, University of North Carolina, Charlotte

David Weil, Associate Vice President and Chief Information Officer, Ithaca College

Gerard Au, Associate Vice President, IT Services, California State University, San Bernardino

Let's get the Institute rolling! We'll be introducing the people, expectations, key concepts (including diversity, equity and inclusion) and the schedule. Even though it's an early morning, be prepared to dive right into this interactive session.

Learning Outcomes:

- Gain an understanding of the context for the material we will be covering this week.
- Know your colleagues and institute faculty.
- Be introduced to the broad themes of Digital Transformation and Diversity, Equity, Inclusion (DEI).
- Understand the expectations for your institute participation.

10:00 a.m. – 10:15 a.m.

Refreshment Break

Grand Ballroom Foyer, second level

Session Type: Break

10:15 a.m. – 12:00 p.m.

Leading Your Organization

Alpine East Ballroom, second level

Session Type: General Session

Karen Warren, Deputy CIO, Wesleyan University

Elizabeth Rugg, Assistant Vice Chancellor, Client Engagement, University of North Carolina, Charlotte

As a Senior Director, your span and control are larger than ever before. In order to be successful, your leadership style and approach changes and expands. Your foundation as a leader starts with how you manage your own teams. We start at the beginning and discuss your vision and guiding principles. We delve into learning how to be a strategic leader and touch on leading organizational change. By the end of this session you will develop your personal vision statement, complete a strategic thinking assessment and become familiar with at least two organizational change frameworks.

Learning Outcomes:

- Understand your guideline principles and your personal mission statement, what does leadership mean to you?
- Learn how to conduct a strategy assessment for an organization to identify change-readiness
- Reflect on how your team handles Diversity, Equity and Inclusion (DEI), and the importance of culture within an organization Identify leading change frameworks

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.

Toolkit Session: Using Data to Lead Your Organization

Alpine East Ballroom, second level

Session Type: General Session

David Weil, Associate Vice President and Chief Information Officer, Ithaca College

Gerard Au, Associate Vice President, IT Services, California State University, San Bernardino

In this toolkit session, it's all about the data! As a Senior Director and a strategic leader, you must identify key performance indicators for your organization and then use them to measure the success and effectiveness of your organization. We will share real life KPIs, dashboards and reports from our institutions and discuss how we are using this information.

Learning Outcomes:

- Gain insights as to how data can help you lead your organization.
- Develop concrete ideas how you can represent data from your organization.

1:30 p.m. – 2:30 p.m.

Creating An Effective Organization

Alpine East Ballroom, second level

Session Type: General Session

Elizabeth Rugg, Assistant Vice Chancellor, Client Engagement, University of North Carolina, Charlotte

Damian Doyle, Assistant Vice President of Enterprise Infrastructure, University of Maryland, Baltimore County

Karen Warren, Deputy CIO, Wesleyan University

What is an effective organization? We hear about them all the time but defining one can be elusive. We often find it much easier to identify ineffective ones. We will talk about what makes organizations work with a look at the five key strengths they exhibit and how leaders nurture those strengths. We will also begin to address ways of making organizational change on the path to becoming effective.

Learning Outcomes:

- Define what makes an IT organization effective
- Assess your current organization
- Understand how to lead an effective organization

2:30 p.m. – 2:45 p.m.

Refreshment Break

Grand Ballroom Foyer, second level

Session Type: Break

2:45 p.m. – 3:30 p.m.

Project Kickoff

Alpine East Ballroom, second level

Session Type: General Session

Gerard Au, Associate Vice President, IT Services, California State University, San Bernardino

David Weil, Associate Vice President and Chief Information Officer, Ithaca College

3:30 p.m. – 4:30 p.m.

Group Project Work

Session Type: Breakout Session

4:30 p.m. – 4:45 p.m.

Daily Faculty Q&A and Plus-Delta

Alpine East Ballroom, second level

Session Type: General Session

4:45 p.m. – 6:00 p.m.

Free Time

Session Type: Activity

6:00 p.m. – 6:30 p.m.

Welcome Reception

Alpine East Ballroom, second level

Session Type: Reception

6:30 p.m. – 7:30 p.m.

Welcome Dinner

Grand Ballroom C, second level

Session Type: Meal

Tuesday, July 23

7:30 a.m. – 8:15 a.m.

Breakfast and Announcements

Alpine East Ballroom, second level

Session Type: Meal

8:15 a.m. – 9:15 a.m.

Influencing Vertically

Alpine East Ballroom, second level

Session Type: General Session

Damian Doyle, Assistant Vice President of Enterprise Infrastructure, University of Maryland, Baltimore County

Karen Warren, Deputy CIO, Wesleyan University

Senior Directors are caught in the middle; you lead your teams while influencing executive leadership whether that be the CIO, the Chief Academic Officer or even the Chancellor or President. As your sphere of influence expands, your institutional perspective needs to follow accordingly in order to be effective. Getting the ear of institutional leadership requires emotional intelligence and a

nanced understanding of what will resonate. We will focus on what it takes to influence leadership successfully.

Learning Outcomes:

- Understand how executive leadership approaches decision making
- Develop methods to successfully engage with executives throughout the institution
- Learn how the pressures on your supervisor effect how you approach different situations

9:30 a.m. – 10:15 a.m.

Communicating Up

Alpine East Ballroom, second level

Session Type: General Session

Gerard Au, Associate Vice President, IT Services, California State University, San Bernardino

Elizabeth Rugg, Assistant Vice Chancellor, Client Engagement, University of North Carolina, Charlotte

You can't just talk tech anymore. As a Senior Director, you must be able to translate technical concepts to a non-technical audience. You must understand their perspective and what persuades them. We will focus on a few critical communication competencies that Senior Directors must embrace including projecting executive presence, establishing trust and credibility and influencing through persuasion. As a Senior Director you are also involved in emergency preparedness and disaster recovery; what happens when your institution faces a crisis. We will discuss what it means to be a leader during a crisis and focus on the unique needs of crisis communicators. We will share real life stories that will help prepare you for the future.

Learning Outcomes:

- Develop skills to communicate with and persuade senior leaders
- Understand crisis communication principles

10:15 a.m. – 10:30 a.m.

Refreshment Break

Grand Ballroom Foyer, second level

Session Type: Break

10:30 a.m. – 12:00 p.m.

Toolkit Session: Using Data to Make the Case

Alpine East Ballroom, second level

Session Type: General Session

Leah Lang, Director of Analytics Services, EDUCAUSE

We all desire to make data-informed decisions. However, numbers alone are important but can be boring. How do you find, use and share data in a way that influences your audience? Leah Lang, EDUCAUSE's Director of Analytics Services, will show you how to access and use common data repositories to effectively tell stories.

Learning Outcomes:

- Gain practical knowledge of how to access, and work within the Core Data Service EDUCAUSE provides to all its members

- Understand how to leverage the collected data to assist with building a compelling argument for your projects and initiatives

12:00 p.m. – 1:00 p.m.

Lunch

Grand Ballroom C, second level

Session Type: Meal

1:00 p.m. – 2:00 p.m.

Making the Case

Alpine East Ballroom, second level

Session Type: General Session

Karen Warren, Deputy CIO, Wesleyan University

Damian Doyle, Assistant Vice President of Enterprise Infrastructure, University of Maryland, Baltimore County

Now it's time to apply the skills and insight you gained from the previous toolkit session. You will be given a case study and work in small groups to make a case to senior administration leveraging data repositories and storytelling techniques.

Learning Outcomes:

- Apply the knowledge learned earlier with the Core Data Service to put your new skills and expertise into practice.
- Work in a team leveraging data to build a compelling case

2:00 p.m. – 3:30 p.m.

Group Project Work

Session Type: Breakout Session

3:30 p.m. – 4:30 p.m.

DEI Faculty Discussion with Faculty and Your Peers

Alpine East Ballroom, second level

Session Type: General Session

The higher education landscape is changing; racial intolerance, bias, and free speech issues ignite tensions on campus all too regularly. Finding, developing and retaining a skilled diverse workforce has and continues to be a challenge. How do we as Senior Director's promote DEI initiatives and effect change both within our organizations and throughout the institution? There is not one answer to this question because every leader and organization is unique so we will share our stories and challenges specifically related to DEI.

Learning Outcomes:

- Understand DEI issues senior directors face everyday

- Gain insight for approaching difficult DEI issues
- Understand various perspectives surrounding DEI

4:30 p.m. – 5:30 p.m.

Daily Faculty Q&A and Plus-Delta

Alpine East Ballroom, second level

Session Type: General Session

Hear from faculty as they share some lessons learned from the trenches and offer insights about the successes and failures they have experienced. You can submit questions to faculty in advance or on the spot.

Learning Outcomes:

- Analyze how faculty practice continuous improvement and learning throughout their careers and day-to-day lives
- Choose one continuous improvement or learning practice that you will employ

5:30 p.m. – 6:00 p.m.

Free Time

Session Type: Activity

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

7:30 a.m. – 8:00 a.m.

Breakfast and Announcements

Alpine East Ballroom, second level

Session Type: Meal

8:15 a.m. – 9:45 a.m.

Maturing IT and Developing Coalitions

Alpine East Ballroom, second level

Session Type: General Session

Gerard Au, Associate Vice President, IT Services, California State University, San Bernardino

David Weil, Associate Vice President and Chief Information Officer, Ithaca College

As a Senior Director, your scope and reach increase horizontally across the institution. You are tasked with building bridges, developing coalitions, reviewing process, finding efficiencies. You must be skilled with leading across the institution not just within IT. How do you start to do this? First, you must understand your IT organization's maturity. Maturity is often measured in terms of value. What value does IT bring to our institutions? We start off as a service provider, simply delivering technical solutions but to be truly effective, IT must evolve and mature. We will step you through organizational maturity models and ask you to evaluate your organization. We will focus on how you can become a valued campus partner including how to build coalitions that cross organizational boundaries.

Learning Outcomes:

- Understand an IT Maturity Model and how to lead in different stages.
- Develop communication techniques to influence others effectively.

9:45 a.m. – 10:00 a.m.

Refreshment Break

Grand Ballroom Foyer, second level

Session Type: Break

10:00 a.m. – 11:15 a.m.

IT Governance and Handling Conflict

Alpine East Ballroom, second level

Session Type: General Session

Damian Doyle, Assistant Vice President of Enterprise Infrastructure, University of Maryland, Baltimore County

Elizabeth Rugg, Assistant Vice Chancellor, Client Engagement, University of North Carolina, Charlotte

Technology is always changing; departments discover new tools to aid their workflows, enhance the student experience, measure student success etc. Finding the balance between innovation and maintenance is challenging. Your IT governance model, the partnership between IT and its constituents, should help but these models vary greatly depending on size and culture of the institution. We will share different governance models and discuss approaches that work and don't work.

Inevitably there will be organizational conflict. How can you minimize these conflicts from occurring? If they do happen, how can you proactively and successfully resolve issues?

Learning Outcomes:

- Understand IT governance
- Explore IT governance models
- Develop strategies to address organizational conflict effectively

11:15 a.m. – 12:00 p.m.

Toolkit Session: The Color of Money

Alpine East Ballroom, second level

Session Type: General Session

Gerard Au, Associate Vice President, IT Services, California State University, San Bernardino

David Weil, Associate Vice President and Chief Information Officer, Ithaca College

Managing budgets and understanding financial resources and constraints impacts your effectiveness as a Senior Director; not all money is the same. We will provide you with an overview of common funding streams, budget models, fiscal realities and financial strategies.

Learning Outcomes:

- Understand the budget implications of shifting from Capital Expenses to Operating Expenses
- Connect your budget to strategic efforts, lifecycles, overall strategies
- Gain two or three techniques to make a case for funding

12:00 p.m. – 1:30 p.m.

All Institute Lunch

Grand Ballroom C, second level

Session Type: Meal

1:30 p.m. – 3:00 p.m.

Expanding Your Perspectives

Alpine East Ballroom, second level

Session Type: General Session

Damian Doyle, Assistant Vice President of Enterprise Infrastructure, University of Maryland, Baltimore County

Karen Warren, Deputy CIO, Wesleyan University

As a Senior Director you must think broadly about higher education and future technology trends. What are the issues facing institutions nationwide? Since you will influence larger institutional decisions, you need to understand the role IT plays in driving strategy for higher education. Paying attention to both education and technology trends and the intersection of the two is vital to helping IT to be a strategic partner on campus.

Learning Outcomes:

- Think broadly about higher education and future technology trends
- Understand issues facing institutions nationwide in the next 3-5 years
- Understand the role of IT in driving strategy for higher education

3:00 p.m. – 3:15 p.m.

Refreshment Break

Grand Ballroom Foyer, second level

Session Type: Break

3:15 p.m. – 4:30 p.m.

Group Project Work

Alpine East Ballroom, second level

Session Type: General Session

4:30 p.m. – 5:00 p.m.

Daily Wrap-Up/Plus-Delta

Alpine East Ballroom, second level

Session Type: General Session

Thursday, July 25

7:30 a.m. – 8:30 a.m.

Breakfast and Finalize Presentations

Alpine East Ballroom, second level

Session Type: Meal

8:30 a.m. – 8:45 a.m.

Morning Welcome

Alpine East Ballroom, second level

Session Type: General Session

8:45 a.m. – 10:00 a.m.

Group Presentations I

Alpine East Ballroom, second level

Session Type: General Session

10:00 a.m. – 10:15 a.m.

Refreshment Break

Grand Ballroom Foyer, second level

Session Type: Break

10:15 a.m. – 11:15 a.m.

Group Presentations II

Alpine East Ballroom, second level

Session Type: General Session

11:15 a.m. – 12:00 p.m.

Navigating Your Leadership Path

Alpine East Ballroom, second level

Session Type: General Session

Damian Doyle, Assistant Vice President of Enterprise Infrastructure, University of Maryland, Baltimore County

Shana L Campbell, Manager, Professional Learning, EDUCAUSE

David Weil, Associate Vice President and Chief Information Officer, Ithaca College

Gerard Au, Associate Vice President, IT Services, California State University, San Bernardino

Elizabeth Rugg, Assistant Vice Chancellor, Client Engagement, University of North Carolina, Charlotte

Karen Warren, Deputy CIO, Wesleyan University

Management isn't just about the nuts and bolts of ensuring high performance of your team. Instead, values--your values--underlie the management and leadership choices you make every day. This session will help you articulate your own values and allow them to ground your daily work and your career development.

Learning Outcomes:

- Recognize values that align with and enhance your management and leadership goals
- Create a values statement that can help guide your actions and decisions

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.

Toolkit Session: Working with Vendors and Contracts

Alpine East Ballroom, second level

Session Type: General Session

Elizabeth Rugg, Assistant Vice Chancellor, Client Engagement, University of North Carolina, Charlotte

Damian Doyle, Assistant Vice President of Enterprise Infrastructure, University of Maryland, Baltimore County

As organizations undertake projects or initiatives to improve performance, seize opportunities and address key issues, they often

require changes; changes to processes, job roles, organizational structures and types and uses of technology. Change management is the discipline that guides how we prepare, equip and support individuals to effectively adopt change in order to drive organizational success and outcomes. If change is not managed successfully it can cause more harm than good to an organization. During this session you will be introduced to the skills and strategies needed for managing professional and personal change while promoting, implementing, and even embracing organizational change.

Learning Outcomes:

- Describe the importance and impact of change in the workplace
- Understand how people and organizations process change
- Practice how to increase the positive influence of management during change

1:30 p.m. – 2:30 p.m.

Leading Yourself - Personal Development Imposter Syndrome

Alpine East Ballroom, second level

Session Type: General Session

Karen Warren, Deputy CIO, Wesleyan University

David Weil, Associate Vice President and Chief Information Officer, Ithaca College

Shana L Campbell, Manager, Professional Learning, EDUCAUSE

Gerard Au, Associate Vice President, IT Services, California State University, San Bernardino

Damian Doyle, Assistant Vice President of Enterprise Infrastructure, University of Maryland, Baltimore County

Elizabeth Rugg, Assistant Vice Chancellor, Client Engagement, University of North Carolina, Charlotte

Professional development can be an afterthought, an optional activity pursued if time is left over from regular job duties. Create an urgency and importance to prioritize ongoing personal growth as an integral part of your managerial responsibilities.

Learning Outcomes:

- Discuss the elements of planned professional development
- Chart your personal leadership path
- Identify immediate next steps by developing an individual plan for personal and career growth

2:30 p.m. – 2:45 p.m.

Refreshment Break

Grand Ballroom Foyer, second level

Session Type: Break

2:45 p.m. – 4:15 p.m.

Conversation with the Faculty and Your Peers

Alpine East Ballroom, second level

Session Type: General Session

Karen Warren, Deputy CIO, Wesleyan University

Damian Doyle, Assistant Vice President of Enterprise Infrastructure, University of Maryland, Baltimore County

Gerard Au, Associate Vice President, IT Services, California State University, San Bernardino

Shana L Campbell, Manager, Professional Learning, EDUCAUSE

Elizabeth Rugg, Assistant Vice Chancellor, Client Engagement, University of North Carolina, Charlotte

David Weil, Associate Vice President and Chief Information Officer, Ithaca College

Take this opportunity to reflect on the week, and express appreciation for cohort colleagues and faculty. Contemplate the transition back to the workplace before say goodbye (for now).

Learning Outcomes:

- Review your Personal Action Plan
- Reflect on lessons learned
- Contemplate and plan the transition back to work

4:15 p.m. – 5:00 p.m.

Action Planning Carrying the Work Forward

Alpine East Ballroom, second level

Session Type: General Session

Shana L Campbell, Manager, Professional Learning, EDUCAUSE

Damian Doyle, Assistant Vice President of Enterprise Infrastructure, University of Maryland, Baltimore County

Gerard Au, Associate Vice President, IT Services, California State University, San Bernardino

Karen Warren, Deputy CIO, Wesleyan University

David Weil, Associate Vice President and Chief Information Officer, Ithaca College

Elizabeth Rugg, Assistant Vice Chancellor, Client Engagement, University of North Carolina, Charlotte

5:00 p.m. – 6:00 p.m.

Free Time

Session Type: Activity

6:00 p.m. – 6:30 p.m.

All Institute Reception

Trofi Restaurant and Patio, lobby level

Session Type: Reception

6:30 p.m. – 7:30 p.m.

All Institute Dinner

Grand Ballroom C, second level

Session Type: Meal

7:30 p.m. – 9:00 p.m.

Certificate Presentations

Alpine East Ballroom, second level

Session Type: General Session