Sunday, July 21

3:00 p.m. – 5:00 p.m.

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

Monday, July 22

7:00 a.m. – 8:00 a.m.

Breakfast and Announcements
Grand Ballroom B, second level
Session Type: Meal

8:00 a.m. – 9:45 a.m.

What Is a Manager?
Grand Ballroom B, second level
Session Type: General Session

Patrick Chinn, Associate CIO for Customer Experience, University of Oregon
Joy Ewing Taylor, Executive Director, Learning Support Services, George Mason University
David Sherry, Chief Information Security Officer, Princeton University
Dennis A. Trinkle, Director for the Center of Information and Communication Sciences (CICS) and Director of the Applied Research Institute, Ball State University
Hannah Inzko, Director of Academic Technology, Wake Forest University

This session will set the stage for the week. We’ll introduce the faculty, participants, and teams, as well as the personal action plans we’ll be developing. The program will also be reviewed within the context of the full EDUCAUSE leadership and management professional development offerings.

Session Outcomes:
- Learn the names of faculty and team members and state a memorable trait or piece of information about team members
- Identify one potential positive outcome of devoting time and effort to completing a personal action plan
- Relate personal traits and behaviors to characteristics of an effective manager

9:45 a.m. – 10:15 a.m.

Refreshment Break
Grand Ballroom Foyer, second level
Session Type: Break

10:15 a.m. – 11:45 a.m.

The Importance of Teams
Grand Ballroom B, second level

Session Type: General Session

Joy Ewing Taylor, Executive Director, Learning Support Services, George Mason University
Dennis A. Trinkle, Director for the Center of Information and Communication Sciences (CICS) and Director of the Applied Research Institute, Ball State University

Managers both lead and participate on teams. This session will provide principles and practice for doing both well.

Session Outcomes:
- Practice deep listening skills
- Differentiate types of team roles and dynamics and create something special through teamwork
- Develop best practices for developing and maintaining teams.

11:45 a.m. – 12:15 p.m.

Communication Preferences Survey
Grand Ballroom B, second level

Session Type: General Session

Patrick Chinn, Associate CIO for Customer Experience, University of Oregon

As a group, we will take the Communications Style Survey in preparation for Tuesday’s Communicating Across Styles and Organizations session.

12:15 p.m. – 1:15 p.m.

Lunch
Grand Ballroom C, second level

Session Type: Meal

1:15 p.m. – 2:45 p.m.

Communicating Across Styles and Organizations
Grand Ballroom B, second level

Session Type: General Session

Patrick Chinn, Associate CIO for Customer Experience, University of Oregon
Being a successful manager requires effective communication not only to inform the university community about IT services and plans but also to build relationships with key constituents and to work with employees. Learn the fundamentals of communication and understand why adapting communication styles is an important component of effective management.

Session Outcomes:
- Identify your primary and secondary communication styles
- Describe how those with communication styles different from yours might interpret how you communicate
- Devise effective ways to communicate with those with other styles

2:45 p.m. – 3:15 p.m.

Refreshment Break
Grand Ballroom Foyer, second level

Session Type: Break

3:15 p.m. – 4:45 p.m.

Managing with Emotional Intelligence
Grand Ballroom B, second level

Session Type: General Session

Hannah Inzko, Director of Academic Technology, Wake Forest University
David Sherry, Chief Information Security Officer, Princeton University

Emotional intelligence is a characteristic of successful managers and is key to both professional and personal accomplishment. Researchers have recognized that while IQ has been a good predictor of academic achievement, many exceptionally bright people remain remarkably ineffective and unproductive in their professional lives because they lack emotional intelligence. While this session addresses cultivating management skills and change, it's fundamentally about building better, more effective relationships and inspiring others to do so. Explore why emotional intelligence is an essential element for effecting sustained, desired change for individuals, teams, and organizations.

Session Outcomes:
- Explore the importance and impact of emotional intelligence in the workplace
- Interpret emotional intelligence competencies in relation to your own
- Identify behavioral strategies that can lead to improved emotional intelligence

4:45 p.m. – 5:15 p.m.

Daily Faculty Q&A and Plus/Delta
Grand Ballroom B, second level

Session Type: General Session

We'll take a few minutes to talk about aspects of the program that are going well and things that could use changing.
5:15 p.m. – 6:00 p.m.

Free Time

Session Type: Break

6:00 p.m. – 6:30 p.m.

Welcome Reception

Grand Ballroom B, second level

Session Type: Reception

6:30 p.m. – 8:00 p.m.

Welcome Dinner

Grand Ballroom C, second level

Session Type: Meal

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Tuesday, July 23

7:00 a.m. – 8:00 a.m.

Breakfast and Announcements

Grand Ballroom B, second level

Session Type: Meal

Patrick Chinn, Associate CIO for Customer Experience, University of Oregon

8:00 a.m. – 9:30 a.m.

Time and Meeting Management

Grand Ballroom B, second level

Session Type: General Session

Joy Ewing Taylor, Executive Director, Learning Support Services, George Mason University

Patrick Chinn, Associate CIO for Customer Experience, University of Oregon

Successful time and meeting management help managers and their teams succeed. Information and activities in this session will help you identify and prioritize how you spend your—and others’—time. You’ll have opportunities to share ideas on how to avoid procrastination and run efficient and productive meetings.

Session Outcomes:
- Examine and evaluate methods of personal time management
- Create an effective meeting agenda
- Practice behaviors that can improve meeting management

9:30 a.m. – 10:00 a.m.

Refreshment Break and Faculty Office Hours
Grand Ballroom Foyer, second level
Session Type: Break

10:00 a.m. – 11:30 a.m.

Negotiation, Persuasion, and Conflict Resolution
Grand Ballroom B, second level
Session Type: General Session
David Sherry, Chief Information Security Officer, Princeton University
Dennis A. Trinkle, Director for the Center of Information and Communication Sciences (CICS) and Director of the Applied Research Institute, Ball State University

From requesting a salary increase, to convincing a constituent to change behavior, to intervening in disagreements among team members, managers are faced with challenging situations every day in their professional lives. In some cases, communications that involve negotiations, persuasion, or conflict resolution can feel uncomfortable or even wildly unsuccessful. Effectively communicating in difficult situations is a skill that can be learned and improved and can help you become more effective as a day-to-day manager.

Session Outcomes:
- Describe, practice, and evaluate negotiation strategies
- Choose persuasive phrases and behaviors that you feel comfortable using, and those you feel uncomfortable using
- Identify and practice principles of conflict resolution

11:30 a.m. – 12:30 p.m.

Lunch
Grand Ballroom C, second level
Session Type: Meal

12:30 p.m. – 2:00 p.m.

Stakeholder Management: The Game
Grand Ballroom B, second level
Session Type: General Session
Joy Ewing Taylor, Executive Director, Learning Support Services, George Mason University
Higher education technology managers face the challenge of balancing the competing demands of diverse stakeholders with the limited resources available to accomplish their mission. In a simulation exercise, you will explore the challenge of working with faculty, administrators, students, and technologists to meet institutional goals.

Session Outcomes:
- Explore the principles of effective relationship management
- Identify the objectives and motivators for different higher education stakeholder groups
- Assess competing demands against the organization and institutional missions and develop solutions that achieve organizational objectives within financial, human resource, and time constraints

2:00 p.m. – 2:30 p.m.

Refreshment Break
Grand Ballroom Foyer, second level

Session Type: Break

2:30 p.m. – 3:30 p.m.

Public Speaking and Presentation Skills
Grand Ballroom B, second level

Session Type: General Session

**Dennis A. Trinkle**, Director for the Center of Information and Communication Sciences (CICS) and Director of the Applied Research Institute, Ball State University

**Patrick Chinn**, Associate CIO for Customer Experience, University of Oregon

As higher education technology professionals, we face a wide variety of diverse issues as we support the teaching and learning, research, and service missions of our institutions. Using an “unconference” format, personalized presentations, and conversations we’ll address many of these relevant issues and offer opportunities to practice those public speaking and presentation skills so vital to being an effective manager on campus.

Session Outcomes:
- Manage an effective presentation and subsequent group discussion by effectively framing and describing an issue and moderating participants’ responses to your presentation
- Engage with other participants on a diverse range of issues facing higher education IT
- Evaluate presentation methods and skills

3:30 p.m. – 4:30 p.m.

Difficult Dialogues
Grand Ballroom B, second level

Session Type: General Session

**Joy Ewing Taylor**, Executive Director, Learning Support Services, George Mason University

**David Sherry**, Chief Information Security Officer, Princeton University
For many managers, having difficult conversations, be it with a direct report, a colleague, or even with someone in authority, is not always easy and could adversely impact team dynamics. These conversations are often emotionally charged and involve high stakes, so it is important for managers to enter into these dialogues armed with skills and strategies that can facilitate conversation and a path forward.

**Session Outcomes:**
- Learn how to speak and be heard and encourage others to do the same
- Develop skills and strategies to remain calm under pressure and diffuse tense situations
- Create an environment to make it safe to talk about anything

### 4:30 p.m. – 5:30 p.m.

**Daily Faculty Q&A and Plus/Delta**

Grand Ballroom B, 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.

**Session 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

### 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. Sign-up is required.**

### Wednesday, July 24

#### 7:00 a.m. – 8:00 a.m.

**Breakfast and Announcements**

Grand Ballroom B, second level

*Session Type: Meal*

*Patrick Chinn,* Associate CIO for Customer Experience, *University of Oregon*

#### 8:00 a.m. – 8:30 a.m.

**Cohort Building**
Forming a peer cohort at the Management Program is all about continuous learning so that you can have a greater impact back at work. This session will provide an opportunity to reflect on ways you can continue to help each other face personal and professional challenges and celebrate the successes over the long term in order to keep learning with and from each other after the program ends.

Session Outcomes:
• Choose ways you might interact with your Management Program peers
• Create a technology-enhanced solution that will support continuous cohort learning and connection

8:30 a.m. – 9:30 a.m.

How to Talk Dollars and Sense
Grand Ballroom B, second level

Session Type: General Session

Dennis A. Trinkle, Director for the Center of Information and Communication Sciences (CICS) and Director of the Applied Research Institute, Ball State University
Patrick Chinn, Associate CIO for Customer Experience, University of Oregon

Despite the rising cost of higher education, many institutions have dealt with flat or declining budgets over the past several years. Developing and executing a sound budget isn’t just about the numbers. Communication, negotiation, and relationship-building are all critical success factors in any financial strategy.

Session Outcomes:
• Identify common budget challenges
• Develop strategies to compete for funding at a time when everyone is being asked to do more with less
• Explore your financial and soft skills in a hands-on scenario

9:30 a.m. – 10:00 a.m.

Refreshment Break
Grand Ballroom Foyer, second level

Session Type: Break

10:00 a.m. – 12:00 p.m.

Developing Employees for High Performance
Grand Ballroom B, second level

Session Type: General Session

Joy Ewing Taylor, Executive Director, Learning Support Services, George Mason University
David Sherry, Chief Information Security Officer, Princeton University
One of your primary roles as a manager is to ensure high-performing employees and teams. This session will cover effective practices for recruiting, delegating, holding team meetings, and providing feedback. You’ll have an opportunity to rewrite a job description, prioritize tasks for delegation, and role-play to increase your comfort level with giving feedback.

Session Outcomes:
- Evaluate and practice rewriting job descriptions to increase the probability of recruiting a diverse team and establishing an inclusive culture
- Choose something from your to-do list to delegate and develop practices for how and when to delegate
- Practice structuring team meetings and giving feedback

12:00 p.m. – 12:30 p.m.

Daily Faculty Q&A
Grand Ballroom B, second level
Session Type: General Session

12:30 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.

Building an Inclusive Culture
Grand Ballroom B, second level
Session Type: General Session

Hannah Inzko, Director of Academic Technology, Wake Forest University
Patrick Chinn, Associate CIO for Customer Experience, University of Oregon

Excellent managers cultivate interconnected, inclusive teams that recognize and celebrate diverse backgrounds and perspectives. In this session, we’ll use active exploration of inclusion and diversity concepts and a combination of information bursts and activities to help you understand behaviors and practice the skills that will help you create and nurture inclusive teams.

Session Outcomes:
- Understand the value proposition for diversity, equity, and inclusion
- Recognize, describe, and analyze instances of implicit bias
- Practice critical listening skills and responses to exclusionary language

3:00 p.m. – 3:30 p.m.

Refreshments
Grand Ballroom Foyer, second level

Session Type: Break

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<th>Time</th>
<th>Event</th>
<th>Location</th>
<th>Session Type</th>
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<td>Presentation Carousel #1</td>
<td>Grand Ballroom B, second level</td>
<td>General Session</td>
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As higher education technology professionals, we face a wide variety of diverse issues as we support the teaching and learning, research, and service missions of our institutions. Using an “unconference” format, personalized presentations, and conversations we’ll address many of these relevant issues and offer opportunities to practice those public speaking and presentation skills so vital to being an effective manager on campus.

Session Outcomes:
- Manage an effective presentation and subsequent group discussion by effectively framing and describing an issue and moderating participants’ responses to your presentation
- Engage with other participants on a diverse range of issues facing higher education IT
- Evaluate presentation methods and skills

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<tr>
<td>5:00 p.m. – 5:30 p.m.</td>
<td>Plus/Delta</td>
<td>Grand Ballroom B, second level</td>
<td>General Session</td>
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<th>Time</th>
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<td>7:00 a.m. – 8:00 a.m.</td>
<td>Breakfast and Announcements</td>
<td>Grand Ballroom B, second level</td>
<td>Meal</td>
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Patrick Chinn, Associate CIO for Customer Experience, University of Oregon

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<td>8:00 a.m. – 9:45 a.m.</td>
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Presentation Carousel #2
Grand Ballroom B, second level
Session Type: General Session

9:45 a.m. – 10:15 a.m.

Time for Reflection
Grand Ballroom B, second level
Session Type: General Session

This exercise is designed to support participants' return-to-work transition.

Session Outcomes:
- Identify the most pertinent takeaways from the week so far
- Describe how you will put your learning into action when back home
- Encourage cohort peers to recognize, reinforce, and develop their strengths

10:15 a.m. – 10:45 a.m.

Refreshment Break
Grand Ballroom Foyer, second level
Session Type: Break

10:45 a.m. – 12:15 p.m.

Values that Matter
Grand Ballroom B, second level
Session Type: General Session

David Sherry, Chief Information Security Officer, Princeton University
Hannah Inzko, Director of Academic Technology, Wake Forest University

Management isn’t just about the nuts and bolts of ensuring the 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.

Session 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

12:15 p.m. – 1:15 p.m.
Lunch
Grand Ballroom C, second level

*Session Type: Meal*

1:15 p.m. – 2:30 p.m.

**Leading and Managing Change**
Grand Ballroom B, second level

*Session Type: General Session*

**Hannah Inzko**, Director of Academic Technology, Wake Forest University

**Dennis A. Trinkle**, Director for the Center of Information and Communication Sciences (CICS) and Director of the Applied Research Institute, Ball State University

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.

*Session Outcomes:*
- Understand 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

2:30 p.m. – 3:00 p.m.

**Refreshment Break**
Grand Ballroom Foyer, second level

*Session Type: Break*

3:00 p.m. – 4:15 p.m.

**Now What? Charting Your Path**
Grand Ballroom B, second level

*Session Type: General Session*

**Hannah Inzko**, Director of Academic Technology, Wake Forest University

**Joy Ewing Taylor**, Executive Director, Learning Support Services, George Mason University

Professional development can be an afterthought, an optional activity pursued if time is leftover from regular job duties. Learn how to impart a sense of urgency and importance to ongoing personal growth and how to prioritize it as an integral part of your managerial responsibilities.
Session 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

4:15 p.m. – 5:15 p.m.

Reflection, Transition, and Celebration
Grand Ballroom B, second level
Session Type: General Session

Patrick Chinn, Associate CIO for Customer Experience, University of Oregon

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

Session Outcomes:
- Review your Personal Action Plan
- Reflect on lessons learned
- Contemplate and plan the transition back to 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
Grand Ballroom B, second level
Session Type: General Session