Sunday, January 26

3:00 p.m. – 5:00 p.m.

Registration and Badge Pickup
Esplanade Room Foyer, 1st Floor Meeting Rooms
Session Type: Service Desk

Monday, January 27

7:30 a.m. – 8:00 a.m.

Breakfast
Promenade Room, 1st Floor Meeting Rooms
Session Type: Meal

8:00 a.m. – 9:45 a.m.

Opening Session: What Is a Manager?
Esplanade Room, 1st Floor Meeting Rooms
Session Type: General Session

Ed Hudson, Chief Information Security Officer, California State University, Office of the Chancellor
Brandon Bernier, Interim Assistant Vice President for IT, Colorado State University
Gayleen Gray, Assistant Vice President and Chief Technology Officer, McMaster University
Vanessa Hammler Kenon, Associate Vice President Information Management Technology, University of Texas at San Antonio
Jared Johnson, Associate Dean for Academic Technologies, The George Washington University

This session will set the stage for the week, with introductions of faculty, attendees, teams, and a personal action plan; a high level of interactivity; and a contextualization of the program in terms of both EDUCAUSE professional development offerings and management concepts.

Learning Outcomes:

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

9:45 a.m. – 10:00 a.m.

Refreshment Break
Session Type: Break
10:00 a.m. – 11:30 a.m.

Team! Concepts, Practice, Transferability
Esplanade Room, 1st Floor Meeting Rooms
Session Type: General Session

**Ed Hudson**, Chief Information Security Officer, California State University, Office of the Chancellor
**Jared Johnson**, Associate Dean for Academic Technologies, The George Washington University

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

*Learning Outcomes:*
- Practice deep listening skills
- Differentiate types of team roles and dynamics and create something special through teamwork
- Generate a list of behaviors that transfer principles of effective teamwork to the workplace

11:30 a.m. – 12:00 p.m.

Communication Preferences Survey
Esplanade Room, 1st Floor Meeting Rooms
Session Type: General Session

**Gayleen Gray**, Assistant Vice President and Chief Technology Officer, McMaster University
**Jared Johnson**, Associate Dean for Academic Technologies, The George Washington University

As a group, we will take the communications style survey in preparation for Tuesday's Communicating Across Styles and Organizations session.

12:00 p.m. – 1:00 p.m.

Lunch
Promenade Room, 1st Floor Meeting Rooms
Session Type: Meal

1:00 p.m. – 2:30 p.m.

Be the Bridge You Want to See in the World: Communicating Across Styles and Organizations
Esplanade Room, 1st Floor Meeting Rooms
Session Type: General Session

**Jared Johnson**, Associate Dean for Academic Technologies, The George Washington University
**Gayleen Gray**, Assistant Vice President and Chief Technology Officer, McMaster University

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.
Learning 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

2:30 p.m. – 3:00 p.m.

Refreshment Break

Session Type: Break

3:00 p.m. – 4:30 p.m.

Powerful Presentations
Esplanade Room, 1st Floor Meeting Rooms

Session Type: General Session

Ed Hudson, Chief Information Security Officer, California State University, Office of the Chancellor
Brandon Bernier, Interim Assistant Vice President for IT, Colorado State University

Managers must be able to effectively communicate ideas to audiences of all sizes. Presenting to a group is a learned skill, and practicing a few simple principles can improve your presentation skills dramatically. In this session, we will identify basic presentation skills and introduce logistics for personalized learning sessions that will occur later in the week.

Learning Outcomes:
- Identify effective presentation practices
- Choose a presentation topic
- Prepare to evaluate presentations

4:30 p.m. – 5:00 p.m.

Plus-Delta
Esplanade Room, 1st Floor Meeting Rooms

Session Type: General Session

Ed Hudson, Chief Information Security Officer, California State University, Office of the Chancellor

We'll take a few minutes to talk about aspects of the program that are going well and things that could improve.

6:00 p.m. – 6:30 p.m.

Reception
Royal Garden Terrace Patio, 2nd Floor

Session Type: Reception
Tuesday, January 28

Breakfast and Announcements
Promenade Room, 1st Floor Meeting Rooms

Session Type: Meal

Ed Hudson, Chief Information Security Officer, California State University, Office of the Chancellor

Mention the opportunity to submit questions for the panel discussion in the afternoon.

Stakeholder Management: The Game
Esplanade Room, 1st Floor Meeting Rooms

Session Type: General Session

Jared Johnson, Associate Dean for Academic Technologies, The George Washington University
Gayleen Gray, Assistant Vice President and Chief Technology Officer, McMaster 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.

Learning 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, HR, and time constraints
How to Be Effective When You Might Not Be Having Fun: Negotiation, Persuasion, and Conflict Resolution

Esplanade Room, 1st Floor Meeting Rooms

Session Type: General Session

Vanessa Hammler Kenon, Associate Vice President Information Management Technology, University of Texas at San Antonio

How to Be Effective When You Might Not Be Having Fun: Negotiation, Persuasion, and Conflict Resolution (SESS08)

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 this skill can help you become more effective as a day-to-day manager.

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

11:30 a.m. – 12:30 p.m.

Lunch

Promenade Room, 1st Floor Meeting Rooms

Session Type: Meal

12:30 p.m. – 2:15 p.m.

Presentation Carousel

Session Type: Breakout

Gayleen Gray, Assistant Vice President and Chief Technology Officer, McMaster University
Jared Johnson, Associate Dean for Academic Technologies, The George Washington University
Vanessa Hammler Kenon, Associate Vice President Information Management Technology, University of Texas at San Antonio
Ed Hudson, Chief Information Security Officer, California State University, Office of the Chancellor
Brandon Bernier, Interim Assistant Vice President for IT, Colorado State University

As higher ed technology professionals, we face a wide variety of diverse issues as we support the teaching and learning, research, and service missions of our institutions. The carousel uses an unconference format, personalized presentations, and conversations to address many of these relevant issues and provides opportunities to practice the presentation skills so vital to being an effective manager on campus.

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 ed IT
• Evaluate presentation methods and skills
2:15 p.m. – 2:45 p.m.

Refreshment Break

Session Type: Break

2:45 p.m. – 4:15 p.m.

Understanding and Nurturing Your Emotional Intelligence

Esplanade Room, 1st Floor Meeting Rooms

Session Type: General Session

Vanessa Hammel Kenon, Associate Vice President Information Management Technology, University of Texas at San Antonio
Shana L Campbell, Manager, Professional Learning, EDUCAUSE

Emotional intelligence (EI) 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.

Learning Outcomes:
- Learn about the importance and impact of EI in the workplace
- Interpret EI competencies with relationship to your own
- Identify behavioral strategies that can lead to improved EI

4:15 p.m. – 5:15 p.m.

Faculty Panel, Vegas Rules

Esplanade Room, 1st Floor Meeting Rooms

Session Type: General Session

Jared Johnson, Associate Dean for Academic Technologies, The George Washington University
Gayleen Gray, Assistant Vice President and Chief Technology Officer, McMaster University
Ed Hudson, Chief Information Security Officer, California State University, Office of the Chancellor
Vanessa Hammel Kenon, Associate Vice President Information Management Technology, University of Texas at San Antonio
Shana L Campbell, Manager, Professional Learning, EDUCAUSE
Brandon Bernier, Interim Assistant Vice President for IT, Colorado State University

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 in their day-to-day lives
- Choose one continuous improvement or learning practice that you will employ
5:15 p.m. – 5:30 p.m.

**Plus-Delta**

Esplanade Room, 1st Floor Meeting Rooms

*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 improve.

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 New Orleans.

*NOTE*: Tuesday dinner not included in your registration fee. Sign-up is required.

### Wednesday, January 29

7:30 a.m. – 8:00 a.m.

**Breakfast and Announcements**

Promenade Room, 1st Floor Meeting Rooms

*Session Type: Meal*

*Ed Hudson, Chief Information Security Officer, California State University, Office of the Chancellor*

8:00 a.m. – 8:30 a.m.

**DIY Cohort Building**

Esplanade Room, 1st Floor Meeting Rooms

*Session Type: General Session*

*Gayleen Gray, Assistant Vice President and Chief Technology Officer, McMaster University*

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 offer an opportunity to reflect on ways you and your program cohort can continue to help each other face personal and professional challenges and celebrate the successes over the long term. We will take 15 minutes to brainstorm ways to stay in touch and to keep learning with and from each other after the program ends.

*Learning Outcomes:*
  - Choose ways you might interact with your program peers
  - Create a technology-enhanced solution that will support continuous cohort learning and connection

8:30 a.m. – 10:00 a.m.
Tick-Tock, Tick-Tock: Time and Meeting Management
Esplanade Room, 1st Floor Meeting Rooms

Session Type: General Session

Brandon Bernier, Interim Assistant Vice President for IT, Colorado State University

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 meetings that are efficient and productive.

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

10:00 a.m. – 10:30 a.m.

Refreshment Break
Session Type: Break

10:30 a.m. – 12:00 p.m.

How to Talk Dollars and Sense
Esplanade Room, 1st Floor Meeting Rooms

Session Type: General Session

Jared Johnson, Associate Dean for Academic Technologies, The George Washington University

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.

Learning 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

12:00 p.m. – 1:00 p.m.

Lunch
Promenade Room, 1st Floor Meeting Rooms

Session Type: Meal

1:00 p.m. – 2:30 p.m.
Diversity and Inclusion: No Time for Passivity
Esplanade Room, 1st Floor Meeting Rooms

Session Type: General Session

Ed Hudson, Chief Information Security Officer, California State University, Office of the Chancellor
Vanessa Hammler Kenon, Associate Vice President Information Management Technology, University of Texas at San Antonio

Excellent managers cultivate interconnected, inclusive teams that recognize and celebrate diverse backgrounds and perspectives. In this session, we'll actively explore diversity, equity, and inclusion (DEI) concepts through a combination of information bursts and activities that will help you understand the behaviors of inclusive teams and practice the skills needed to create and nurture them.

Learning Outcomes:
- Explore the value proposition for DEI
- Recognize, describe, and analyze instances of implicit bias
- Practice critical listening skills and responses to exclusionary language

2:30 p.m. – 3:00 p.m.

Refreshment Break
Session Type: Break

3:00 p.m. – 4:45 p.m.

Presentation Carousel
Session Type: Breakout

Vanessa Hammler Kenon, Associate Vice President Information Management Technology, University of Texas at San Antonio
Ed Hudson, Chief Information Security Officer, California State University, Office of the Chancellor
Jared Johnson, Associate Dean for Academic Technologies, The George Washington University
Brandon Bernier, Interim Assistant Vice President for IT, Colorado State University
Gayleen Gray, Assistant Vice President and Chief Technology Officer, McMaster University

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Learning 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 ed IT
- Evaluate presentation methods and skills

4:45 p.m. – 5:15 p.m.

Plus Delta
We'll take a few minutes to talk about aspects of the program that are going well and things that could improve.

**Thursday, January 30**

**7:30 a.m. – 8:00 a.m.**  
**Breakfast and Announcements**  
Promenade Room, 1st Floor Meeting Rooms  
*Session Type: Meal*  
*Ed Hudson, Chief Information Security Officer, California State University, Office of the Chancellor*  
Mention the opportunity to submit questions for the panel discussion in the afternoon.

**8:00 a.m. – 9:30 a.m.**  
**Go Team! Good Job!**  
Esplanade Room, 1st Floor Meeting Rooms  
*Session Type: General Session*  
*Gayleen Gray, Assistant Vice President and Chief Technology Officer, McMaster University*  
*Brandon Bernier, Interim Assistant Vice President for IT, Colorado State 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 giving 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.

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

**9:30 a.m. – 10:00 a.m.**  
**Introverts Rejoice! Time for Reflection**  
Esplanade Room, 1st Floor Meeting Rooms  
*Session Type: General Session*  
*Ed Hudson, Chief Information Security Officer, California State University, Office of the Chancellor*  
This exercise is designed to support participants' return-to-work transition.
Learning 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

10:00 a.m. – 10:30 a.m.

Refreshment Break

Session Type: Break

10:30 a.m. – 12:00 p.m.

Grit, Guts, and Gratitude: Values that Matter

Esplanade Room, 1st Floor Meeting Rooms

Session Type: General Session

Gayleen Gray, Assistant Vice President and Chief Technology Officer, McMaster 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:

- Identify 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

Promenade Room, 1st Floor Meeting Rooms

Session Type: Meal

1:00 p.m. – 2:30 p.m.

Charting Your Path

Esplanade Room, 1st Floor Meeting Rooms

Session Type: General Session

Brandon Bernier, Interim Assistant Vice President for IT, Colorado State University

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. – 3:30 p.m.

Closing Celebration
Esplanade Room, 1st Floor Meeting Rooms

Session Type: General Session

Vanessa Hammler Kenon, Associate Vice President Information Management Technology, University of Texas at San Antonio
Gayleen Gray, Assistant Vice President and Chief Technology Officer, McMaster University
Brandon Bernier, Interim Assistant Vice President for IT, Colorado State University
Jared Johnson, Associate Dean for Academic Technologies, The George Washington University
Shana L. Campbell, Manager, Professional Learning, EDUCAUSE
Ed Hudson, Chief Information Security Officer, California State University, Office of the Chancellor

Take this opportunity to reflect on the week and express appreciation for cohort colleagues and faculty. Contemplate the transition back to the workplace before saying goodbye (for now). Consider what wasn't covered this year and what you would suggest we add for next year. Graduates will receive a certificate and information on accepting and displaying the 2020 EDUCAUSE Management Program Digital Badge.

Learning Outcomes:
• Review your personal action plan
• Contemplate the transition back to work
• Receive certificate and digital badge information