



EXECUTIVE LEADERSHIP INSTITUTE (ELI)

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ELI-AT-A-GLANCE

*All ELI sessions are held in **Valencia B & C**, unless noted otherwise. A continental breakfast and refreshments will be provided daily. Lunch will be provided on Thursday. All other meals are on your own.*

SUNDAY, DECEMBER 10

MAKING THE RIGHT MOVE: FINDING AND APPLYING FOR THE RIGHT JOB

8:00 - 8:30 AM	Continental Breakfast
8:30 - 10:00 AM	Introductions and Program Overview
10:00 - 10:30 AM	Break
10:30 AM - 12:00 PM	The Presidential Search Process: The Decision, the Resume, and the Application Materials
12:00 - 1:30 PM	Lunch on Your Own
1:30 - 3:00 PM	Getting the Job: The Interview Process
3:00 - 3:30 PM	Break
3:30 - 5:00 PM	Getting the Job: The Interview Process (continued)
5:00 - 6:00 PM	Opening Reception (<i>Kasbah Patio</i>)

MONDAY, DECEMBER 11

THE PRESIDENTIAL ROLE

8:00 - 8:30 AM	Continental Breakfast
8:30 - 10:00 AM	The CEO/Board Relationship
10:00 - 10:30 AM	Break
10:30 AM - 12:00 PM	The President as Leader
12:00 - 2:00 PM	Lunch on Your Own
2:00 - 3:30 PM	The President as Entrepreneur: Finance, Fundraising, and Friendraising
3:30 - 4:00 PM	Break
4:00 - 5:30 PM	Leadership From the Inside Out

TUESDAY, DECEMBER 12

ISSUES AND CHALLENGES

8:00 - 8:30 AM	Continental Breakfast
8:30 - 10:00 AM	Next Generation Leadership
10:00 - 10:30 AM	Break
10:30 AM - 12:00 PM	The President as Communicator: Managing the Message in Times of Crisis
12:00 - 12:30 PM	Break
12:30 - 2:00 PM	The Community Perspective
	Lunch on Your Own
	*Open afternoon and evening to spend in interview team competition preparation, reflection and rejuvenation, and association with ELI colleagues

WEDNESDAY, DECEMBER 13

LEADING THROUGH CHANGE

8:00 - 8:30 AM	Continental Breakfast
8:30 - 10:00 AM	Leadership, Change, and Organizational Culture
10:00 - 10:30 AM	Break
10:30 AM - 12:00 PM	Leading for Institutional Change
12:00 - 2:00 PM	Lunch on Your Own
2:00 - 3:30 PM	Institutional Analytics: Building a Culture of Evidence
3:30 - 4:00 PM	Break
4:00 - 6:00 PM	New CEOs Lead the Charge

THURSDAY, DECEMBER 14

INTERNAL AND EXTERNAL COMMUNITY PERSPECTIVES

8:00 - 8:30 AM	Continental Breakfast
8:30 - 10:00 AM	National Perspectives on Community College Issues
10:00 - 10:30 AM	Break
10:30 AM - 12:30 PM	Final Interviews, Contract Negotiations, and Charting First Actions
12:30 - 2:00 PM	Lunch Provided
	*Final interview team competition preparation
2:00 - 5:30 PM	Interview Competition – New World College
6:30 - 9:30 PM	Graduation Reception and Dinner (<i>Valencia Ballroom</i>)

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ELI PROGRAM

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Sunday, December 10, 2017

MAKING THE RIGHT MOVE: FINDING AND APPLYING FOR THE RIGHT JOB

8:00 - 8:30 AM Continental Breakfast

8:30 - 10:00 AM **Introductions and Program Overview**

Mary Kay Kickels, Director, Executive Leadership Institute, League for Innovation in the Community College; President Emeritus, Paradise Valley Community College; ELI Class of 1999

Rufus Glasper, President and CEO, League for Innovation in the Community College; Chancellor Emeritus, Maricopa Community Colleges; Executive Leadership Diversity (ELD) Class of 1989-1990

The week's activities are reviewed and group assignments for the interview competition are made. Participants get to know one another from personal and professional perspectives to begin establishing a network of professional resources to last throughout the institute and beyond.

10:00 - 10:30 AM Break

(continued)

10:30 AM - 12:00 PM

The Presidential Search Process: The Decision, the Resume, and the Application Materials

Mary Kay Kickels, Director, Executive Leadership Institute, League for Innovation in the Community College; President Emeritus, Paradise Valley Community College; ELI Class of 1999

Linda M. Thor, Chancellor Emeritus, Foothill-De Anza Community College District; President Emeritus, Rio Salado College

This session provides the opportunity for self-assessment and situational analysis to help in decision-making with the purpose of determining if, when, and how to apply for a presidency in order to ensure the best institutional fit. Strategies for presenting information for maximum effectiveness are discussed. Different kinds of presidencies are examined, in addition to the benefits and drawbacks of working in different types and sizes of institutions. Presidential applications are critiqued in some detail.

12:00 - 1:30 PM

Lunch on Your Own

1:30 - 3:00 PM

Getting the Job: The Interview Process

Mary Kay Kickels, Director, Executive Leadership Institute, League for Innovation in the Community College; President Emeritus, Paradise Valley Community College; ELI Class of 1999

Linda M. Thor, Chancellor Emeritus, Foothill-De Anza Community College District; President Emeritus, Rio Salado College

Institute participants are interviewed in brief, digitally-recorded sessions that are then critiqued by nationally recognized presidential search experts. Participants learn strategies to present themselves most effectively in these advisory committee interview simulations.

3:00 - 3:30 PM

Break

3:30 - 5:00 PM

Getting the Job: The Interview Process (continued)

5:00 - 6:00 PM

Opening Reception (*Kasbah Patio*)

Monday, December 11, 2017

THE PRESIDENTIAL ROLE

8:00 - 8:30 AM Continental Breakfast

8:30 - 10:00 AM **The CEO/Board Relationship**

Sylvia Jenkins, President, Moraine Valley Community College

The CEO's view of the trustees' role as community representatives entrusted with overall responsibility for the college, and the president as CEO and leading administrator of the college, are discussed. Effective working relationships with Board Members are highlighted in this session.

10:00 - 10:30 AM Break

10:30 AM - 12:00 PM **The President as Leader**

Constance M. Carroll, Chancellor, San Diego Community College District

Insights are provided into how a president can influence the direction of student success, teaching-learning processes, student completion, student services, workforce development, finances, human resources, and the handling of crises.

12:00 - 2:00 PM Lunch on Your Own

2:00 - 3:30 PM **The President as Entrepreneur: Finance, Fundraising, and Friendraising**

Chris Whitaker, President, Humber College Institute of Technology and Advanced Learning

The president's role as leader in entrepreneurial activities for the college is examined. Participants will consider why entrepreneurship matters, how it works, and how to sustain and reward innovation and its implementation as a core educational goal.

3:30 - 4:00 PM Break

4:00 - 5:30 PM **Leadership From the Inside Out**

Mary F. T. Spilde, President Emeritus, Lane Community College; ELI Class of 1996

An exploration of organizational and personal values in leadership, this session focuses on using these values to anchor efforts to shape mission, vision, and goals within the college community.

Tuesday, December 12, 2017

ISSUES AND CHALLENGES

8:00 - 8:30 AM Continental Breakfast

8:30 - 10:00 AM **The President as Communicator: Managing the Message in Time of Crisis**

Paul Dale, President, Paradise Valley Community College
Rufus Glasper, President and CEO, League for Innovation in the Community College;
Chancellor Emeritus, Maricopa Community Colleges; ELD Class of 1989-1990
David Weissman, Reputation Management Expert and Former Litigation Attorney

Today's community colleges are complex organizations and crises are very likely to occur. The president must be a consummate communicator in leading the college through a crisis. A case study is examined in this session, detailing the circumstances, implications, and consequences of a situation that had an impact on a college's image and finances. Effective internal and external communications, media, and public relations strategies are provided to help manage the risks and resolve the impact of a crisis on campus.

10:00 - 10:30 AM Break

10:30 AM - 12:00 PM **Next Generation Leadership**

Mark Milliron, Co-Founder and Chief Learning Officer, Civitas Learning

As the need to increase higher education outcomes grow, so, too, does the need to develop skills for educators at all levels. This session will help community college leaders build the skill sets of looking, learning, and leading in their institutions.

12:00 - 12:30 PM Break

12:30 - 2:00 PM **The Community Perspective**

Mick Starceovich, President, Kirkwood Community College

This session will cover a discussion of the president's role as a leader in the community and its social and economic development, in building community support for bond elections and other political movements, and as the college's premier advocate in local, state, national, and international political contexts.

Lunch on Your Own

**Open afternoon and evening for interview team competition preparation, reflection and rejuvenation, and association with ELI colleagues*

Wednesday, December 13, 2017

LEADING THROUGH CHANGE

8:00 - 8:30 AM Continental Breakfast

8:30 - 10:00 AM **Leadership, Change, and Organizational Culture**

Sanford Shugart, President, Valencia College

The president must distinguish between knowing what the changes and challenges are and leading through them. This session explores the role of the president in helping the organization thrive in times of great change and examples of strategies from the field focusing on student success are shared.

10:00 - 10:30 AM Break

10:30 - 12:00 PM **Leading for Institutional Change**

Evelyn Waiwaiole, Executive Director, Center for Community College Student Engagement, The University of Texas at Austin

In today's community colleges, leaders are responding to demands for improvements—to raise retention rates, to increase completion rates, to define and masterfully implement student success agendas—and they are being asked to do all this with fewer financial resources. In response to growing demands, current and future leaders are recognizing the need to make significant changes. Tinkering won't get the job done, nor will making bold changes without sufficient information. The bar is high and leaders meeting the challenges set before them are using data as a key component in creating institutional change.

12:00 - 2:00 PM Lunch on Your Own

2:00 - 3:30 PM **Institutional Analytics: Building a Culture of Evidence**

Karen Stout, President and CEO, Achieving the Dream, Inc.; President Emeritus, Montgomery College

The effective use of data to support strategic planning, accreditation, and state policy decisions is an increasing challenge facing community college presidents. This session will expand participants' understanding of the effective use of research in strategic planning and institutional decision-making, assessing the effectiveness of student success initiatives, and addressing accountability issues.

3:30 - 4:00 PM Break

(continued)

4:00 - 6:00 PM

New CEOs Lead the Charge

Moderator: Mary Kay Kickels, Director, Executive Leadership Institute, League for Innovation in the Community College; President Emeritus, Paradise Valley Community College; ELI Class of 1999

Jose L. Fierro, President/Superintendent, Cerritos College; ELI Class of 2014

Yves Salomon-Fernandez, President, Cumberland County Community College; ELI Class of 2015

Joianne L. Smith, President, Oakton Community College; ELI Class of 2011

Newer CEOs share insights into what they were expecting when taking up their new positions, as well as some of the surprising and unexpected information and circumstances they discovered upon arrival at their colleges. Developing effective strategies to make a positive beginning as a newly appointed CEO and how to address the unexpected on arrival are the focus of this session.

Thursday, December 14, 2017

INTERNAL AND EXTERNAL COMMUNITY PERSPECTIVES

8:00 - 8:30 AM Continental Breakfast

8:30 - 10:00 AM **National Perspectives on Community College Issues**

Moderator: Rufus Gasper, President and CEO, League for Innovation in the Community College; Chancellor Emeritus, Maricopa Community Colleges; ELD Class of 1989-1990

Barbara Gellman-Danley, President, Higher Learning Commission; ELI Class of 1993

Daniel J. Phelan, President & CEO, Jackson College

Joshua Wyner, Vice President, Executive Director College Excellence Program, The Aspen Institute

National educational leaders participate in an interactive interview session, discussing a variety of current issues.

10:00 - 10:30 AM Break

10:30 AM - 12:30 PM **Final Interviews, Contract Negotiations, and Charting First Actions**

Mary Kay Kickels, Director, Executive Leadership Institute, League for Innovation in the Community College; President Emeritus, Paradise Valley Community College; ELI Class of 1999

Rufus Gasper, President and CEO, League for Innovation in the Community College; Chancellor Emeritus, Maricopa Community Colleges; ELD Class of 1989-1990

Linda M. Thor, Chancellor Emeritus, Foothill-De Anza Community College District; President Emeritus, Rio Salado College

Marti Cizek, President, Cizek Associates, Inc.

Angela Provard, President, Pauly Group, Inc.

Representatives of two national executive search firms share insights and information about the search process. Contract elements and the contract negotiation processes will be discussed. Strategies for handling the final interviews and the transition period will be considered, as well as charting first actions in the new role of CEO.

12:30 - 2:00 PM Lunch Provided

**Final interview team competition preparation*

(continued)

2:00 - 5:30 PM

Interview Competition – New World College

Mary Kay Kickels, Director, Executive Leadership Institute, League for Innovation in the Community College; President Emeritus, Paradise Valley Community College; ELI Class of 1999

Rufus Glasper, President and CEO, League for Innovation in the Community College; Chancellor Emeritus, Maricopa Community Colleges; ELD Class of 1989-1990

Linda M. Thor, Chancellor Emeritus, Foothill-De Anza Community College District; President Emeritus, Rio Salado College

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Angela Provard, President, Pauly Group, Inc.

A board of nationally recognized search consultants and community college leaders interviews presidential candidates who have been prepared by each interview preparation team. The interviews are simulations of board-level interviews. (A break will be provided midway through this session.)

6:30 - 9:30 PM

Graduation Reception and Dinner (*Valencia Ballroom*)

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