



EXECUTIVE LEADERSHIP INSTITUTE (ELI)

SPONSORED BY



ELI-AT-A-GLANCE

*All ELI sessions are held in **Maricopa 1**, unless noted otherwise. Breakfast and refreshments will be provided daily. Lunch will be provided on Tuesday and Thursday. All other meals are on your own.*

SUNDAY, DECEMBER 9

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

7:00 - 8:00 AM	Breakfast (<i>Vista Verde</i>)
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>Bennie's Courtyard</i>)

MONDAY, DECEMBER 10

THE PRESIDENTIAL ROLE

7:00 - 8:00 AM	Breakfast (<i>Vista Verde</i>)
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: Developing an Appropriate Mindset
3:30 - 4:00 PM	Break
4:00 - 5:30 PM	Leadership From the Inside Out

TUESDAY, DECEMBER 11

ISSUES AND CHALLENGES

7:00 - 8:00 AM	Breakfast (<i>Vista Verde</i>)
8:30 - 10:00 AM	Leadership, Change, and Organizational Culture
10:00 - 10:30 AM	Break
10:30 AM - 12:00 PM	Next Generation Leadership
12:00 - 1:30 PM	Lunch Provided
1:30 - 3:00 PM	Understanding the Budgeting and Finance Environment
3:00 - 3:30 PM	Break
3:30 - 5:00 PM	Ethics Case Study - The President as Communicator: Managing the Message in a Time of Crisis

WEDNESDAY, DECEMBER 12

LEADING THROUGH CHANGE

7:00 - 8:00 AM	Breakfast (<i>Vista Verde</i>)
8:30 - 10:00 AM	The Community Perspective
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 13

INTERNAL AND EXTERNAL COMMUNITY PERSPECTIVES

7:00 - 8:00 AM	Breakfast (<i>Vista Verde</i>)
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>Palm Court</i>)

Sponsored by





EXECUTIVE LEADERSHIP INSTITUTE (ELI)

SPONSORED BY



ELI PROGRAM

*All ELI sessions are held in **Maricopa 1**, unless noted otherwise. Breakfast and refreshments will be provided daily. Lunch will be provided on Tuesday and Thursday. All other meals are on your own.*

Sunday, December 9, 2018

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

7:00 - 8:00 AM Breakfast (*Vista Verde*)

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; Former Search Firm Consultant, R.H. Perry & Associates; 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)

Sunday, December 9, 2018

**MAKING THE RIGHT MOVE: FINDING AND APPLYING FOR THE RIGHT JOB
(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; Former Search Firm Consultant, R.H. Perry & Associates; ELI Class of 1999
Linda M. Thor, Chancellor Emeritus, Foothill-De Anza Community College District; President Emeritus, Rio Salado College; Former Search Firm Consultant, ACCT

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 as well as 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; Former Search Firm Consultant, R.H. Perry & Associates; ELI Class of 1999
Linda M. Thor, Chancellor Emeritus, Foothill-De Anza Community College District; President Emeritus, Rio Salado College; Former Search Firm Consultant, ACCT

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 (Bennie's Courtyard)

Monday, December 10, 2018

THE PRESIDENTIAL ROLE

7:00 - 8:00 AM Breakfast (Vista Verde)

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: Developing an Appropriate Mindset**

Eugene Giovannini, Chancellor, Tarrant County College District

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 11, 2018

ISSUES AND CHALLENGES

7:00 - 8:00 AM Breakfast (Vista Verde)

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 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 grows, 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 - 1:30 PM Lunch Provided

1:30 - 3:00 PM **Understanding the Budgeting and Finance Environment**

Richard Rhodes, President, Austin Community College District

Knowledge of budget and finance is of major significance for the college president. This session will focus on the information that is necessary for the president to understand the budget and the finance process and will consider what is needed to prepare the new president to ask meaningful questions and make valuable contributions about the financial management of the college.

3:00 - 3:30 PM Break

(continued)

Tuesday, December 11, 2018

**ISSUES AND CHALLENGES
(CONTINUED)**

3:30 - 5:00 PM

Ethics Case Study - The President as Communicator: Managing the Message in a Time of Crisis

Mary Kay Kickels, Director, Executive Leadership Institute, League for Innovation in the Community College; President Emeritus, Paradise Valley Community College; Former Search Firm Consultant, R.H. Perry & Associates; ELI Class of 1999
Linda M. Thor, Chancellor Emeritus, Foothill-De Anza Community College District; President Emeritus, Rio Salado College; Former Search Firm Consultant, ACCT

Today's community colleges are complex organizations and crises and ethical failures have been painfully common, resulting in major financial settlements for the colleges. In the last decade, billions of dollars have been paid in fines by colleges charged with ethical breaches. The president must be a consummate communicator in leading the college through a crisis. A case study of a campus crisis was distributed on Sunday. The six ELI teams will meet and prepare a communications plan that details the effective internal and external communications, media, and public relations strategies that help to effectively respond to the incident and manage the message of a crisis on campus. The six plans will be presented and discussed at this session.

Wednesday, December 12, 2018

LEADING THROUGH CHANGE

7:00 - 8:00 AM Breakfast (Vista Verde)

8:30 - 10:00 AM **The Community Perspective**

Kandi Deitemeyer, President, Central Piedmont 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.

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.

(continued)

Wednesday, December 12, 2018

**LEADING THROUGH CHANGE
(CONTINUED)**

3:30 - 4:00 PM Break

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; Former Search Firm Consultant, R.H. Perry & Associates; ELI Class of 1999

Muddassir Siddiqi, President, Central College; ELI Class of 2014

Ty Stone, President, Jefferson Community College; ELI class of 2015

Teresa Leyba-Ruiz, President, Glendale Community College; ELI class of 2015

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 13, 2018

INTERNAL AND EXTERNAL COMMUNITY PERSPECTIVES

7:00 - 8:00 AM Breakfast (*Vista Verde*)

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

Moderator: Rufus Glasper, 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

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**

Linda M. Thor, Chancellor Emeritus, Foothill-De Anza Community College District;
President Emeritus, Rio Salado College; Former Search Firm Consultant, ACCT
Marti Cizek, President, Cizek Associates, Inc.
Angela Provart, President, Pauly Group, Inc.
Preston Pulliams, President, Gold Hill Associates

Representatives from three 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)

Thursday, December 13, 2018

**INTERNAL AND EXTERNAL COMMUNITY PERSPECTIVES
(CONTINUED)**

2:00 - 5:30 PM

Interview Competition – New World College

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

Marti Cizek, President, Cizek Associates, Inc.

Angela Provart, President, Pauly Group, Inc.

Preston Pulliams, President, Gold Hill Associates

*A board of nationally recognized search consultants and a community college leader 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 (*Palm Court*)

Sponsored by

