



**NACUBO 2022-23 Emerging Leaders Program  
Schedule Overview**

Month	Program Component
September 2022	<p><b>Orientation for Selected Participants’ Managers</b>            Wednesday, September 7, 2:00-3:00 p.m. ET <u>or</u> Thursday, September 8, 2:00-3:00 p.m. ET            Online Sessions            Managers play a crucial role in the Emerging Leaders Program. This overview of the program will help the managers of those participating in ELP to gain a greater understanding of the program and the commitment we are asking their employees to make. We will also share the specific support that will be needed from managers as their employees navigate the program.</p> <p><b>Orientation for Selected Participants</b>            Wednesday, September 14, 2:00-3:00 p.m. ET <u>or</u> Friday, September 16, 2:00-3:00 p.m. ET            Online Sessions            ELP is a comprehensive leadership development program focused on getting you ready for future opportunities. This session provides an overview of the program and the commitment you are making over the course of the next year. We will share more specifically about the content of the sessions and provide insight into what happens between scheduled sessions.</p> <p><b>Session 1: Introductions and The Current State of Higher Education</b>            Thursday, September 22, 2:00-4:30 p.m. ET            Online Session            Following introductory activities and an overview of the Emerging Leaders Program, a panel of higher education leaders will explore the opportunities and challenges facing the higher education sector.</p> <p><b>Complete Social Styles pre-work and other assigned readings</b></p>

October 2022

**ELP In-Person Gathering (Sessions 2-5)**  
**Sunday, October 2 – Tuesday, October 4**  
**Westin O'Hare Hotel**  
**6100 North River Road, Rosemont, IL 60018**

*Program begins Sunday at 5 p.m. CT and concludes Tuesday at 11 a.m. CT*

*Participants are responsible for transportation costs; hotel rooms on 10/2 and 10/3 and meals during the program are included in the ELP registration fee*

**Session 2: Foundations of Leadership**

Sunday, October 2, 6:45-8:30 p.m. CT

This session provides a broad overview of the leadership development topics that will be explored in the Emerging Leaders Program. Participants will explore definitions of leadership and high potential and will consider the implications of being identified as top talent. A series of leadership models will be introduced and recurring themes that will be used throughout the program will be discussed.

**Session 3: Social Styles - Part 1**

Monday, October 3, 8:30-11:30 a.m. CT

This session focuses on Social Style, the world's leading behavioral style model created more than 60 years ago by TRACOM, to help people be more effective when interacting with others. Participants will explore the Social Style concepts and receive feedback about their personal Social Styles, from previously completed multi-rater profiles, accompanied by coaching on interpreting and constructively using the feedback.

**Session 4: Social Styles - Part 2**

Monday, October 3, 1:15-4:15 p.m. CT

This session further explores Social Style focusing on Versatility which measures a person's tendency to focus on their behavioral preferences and needs versus the behavioral preferences and needs of others. Participants will explore multi-rater feedback about their Versatility in four key areas: image, presentation, competence, and feedback. Understanding their level of skill in each of these areas provides insight into improving their interactions with others.

**Session 5: Conversations with Chief Business Officers**

Tuesday, October 4, 8:30-10:30 a.m. CT

Experienced chief business officers will share highlights from their professional journeys and key lessons learned. Gain a better understanding of the complexities of the CBO role and the issues affecting different institutions.

<p><b>October 2022</b></p>	<p><b>Session 6: The Impactful Business Officer</b>  Thursday, October 20, 2:00-4:30 p.m. ET  Online Session  From the manager in an academic department to the vice president/CFO, business officers fulfill roles ranging from truth tellers, exemplary managers, and guardians of resources to town criers, sheriffs, and strategists. Today’s business officer must provide critical business, financial, and administrative leadership, as well as strategic guidance that enables institutions to realize their missions of teaching, research, and public service. Hear from a panel of experienced leaders about how to be a more impactful business officer.</p> <p><b>Interview Your Institution’s Chief Business Officer</b>  Participants to arrange date/time</p> <p><b>Small Group Meetings</b>  Participants to arrange date/time</p>
<p><b>November 2022</b></p>	<p><b>Session 7: Understanding Higher Education Business Models</b>  Thursday, November 3, 2:00-4:30 p.m. ET  Online Session  Many educational, political, and other leaders believe the current financial model for higher education is broken. This session will explore current models and examine the business officer’s role in helping institutions innovate their strategies, program offerings, and business models to meet emerging value expectations and achieve financial sustainability.</p> <p><b>Session 8: The Five Practices of Leadership - Part 1</b>  Thursday, November 17, 2:00-4:30 p.m. ET  Online Session  This session will introduce participants to the 5 Practices of Exemplary Leadership created by Jim Kouzes and Barry Posner and popularized in their book <i>The Leadership Challenge</i>. These practices inform the work of leaders and provide practical guidance on gaining greater leadership effectiveness. The session will draw upon the participants’ own leadership experiences to glean understanding into the role and responsibilities of leaders. The Leadership Practices Inventory will add insight into how they are performing as leaders and identify areas for development. This session will also introduce the first two Practices of Exemplary Leadership: Model the Way and Inspire a Shared Vision. Participants will explore how to align their actions with their values and how to align others’ actions to a shared vision.</p> <p><b>Interview Your Institution’s Chief Academic Affairs Officer</b>  Participants to arrange date/time</p> <p><b>Small Group Meetings</b>  Participants to arrange date/time</p>

<p><b>December 2022</b></p>	<p><b>Session 9: The Five Practices of Leadership - Part 2</b>  Thursday, December 1, 2:00-4:30 p.m. ET  Online Session  This session provides a deeper dive into Practices of Exemplary Leadership 3, 4 and 5: Challenge the Process, Enable Others to Act, and Encourage the Heart. Participants will explore how to creatively lead change initiatives and ensure that constituents are motivated to act effectively and appropriately. Participants will also explore the impact of effectively providing positive feedback to team members.</p> <p><b>Interview Your Institution’s Chief Student Affairs Officer</b>  Participants to arrange date/time</p> <p><b>Small Group Meetings</b>  Participants to arrange date/time</p>
<p><b>January 2023</b></p>	<p><b>Session 10: Leadership Communications</b>  Thursday, January 19, 2:00-4:30 p.m. ET  Online Session  Examining the role communication plays in the work of leaders, the session will explore barriers to effective communication and methods to overcome those barriers. Topics include structuring a concise message, understanding your audience, and the effect of style on communications.</p> <p><b>Interview Your Institution’s Chief Advancement/Development Officer</b>  Participants to arrange date/time</p> <p><b>Small Group Meetings</b>  Participants to arrange date/time</p>
<p><b>February 2023</b></p>	<p><b>Session 11: Communicating Financial Information Effectively</b>  Thursday, February 2, 2:00-4:30 p.m. ET  Online Session  This session will focus on communicating strategic, technical, and financial information to a variety of audiences, persuading them to respond, and even changing their behavior-- skills that are essential for every successful business officer.</p> <p><b>Session 12: Building Your Brand</b>  Thursday, February 16, 2:00-4:30 p.m. ET  Online Session  Using the concept of “working from strengths,” this session will concentrate on building a personal work brand. Participants will define the impact they want to make with others and the reputation they want to build.</p> <p><b>Interview Your Institution’s Chief Communications/Marketing Officer</b>  Participants to arrange date/time</p>

<b>February 2023</b>	<p><b>Small Group Meetings</b> Participants to arrange date/time</p>
<b>March 2023</b>	<p><b>Session 13: Telling Your Career Story</b> Thursday, March 2, 2:00-4:30 p.m. ET Online Session This session will feature senior leaders in various roles in the business office telling their career stories. Participants will listen in on interviews and have the opportunity to ask questions about how these senior leaders have navigated their careers.</p> <p><b>Session 14: Crafting Your Own Career Story</b> Thursday, March 23, 2:00-4:30 p.m. ET Online Session Building on the previous session, participants will craft their own career stories and create a plan to move their career forward by thinking through the next steps in their career and how they will get feedback to help them navigate the next moves.</p> <p><b>Small Group Meetings</b> Participants to arrange date/time</p>
<b>April 2023</b>	<p><b>Session 15: Lessons Learned and the Future of Leadership</b> Thursday, April 20, 2:00-5:00 p.m. ET Online Session In our final session, we will explore the disruptive forces that are changing higher education and that necessitate a new way of thinking about and approaching leadership. This session explores the capabilities that leaders need to effectively guide the organization in the evermore complex, ambiguous future environment. We will hear from a guest speaker about their perspective of the future. Additionally, as we come to the close of the program, we will look at the lessons we have learned and consider how to continue to develop.</p>

The NACUBO Emerging Leaders Program is generously supported by:

