



# CACUBO

Central Association of College  
& University Business Officers

## 2018 Leadership Institute

Courtyard by Marriott, Grand Rapids Downtown  
Grand Rapids, MI, July 30, 2018 – August 1, 2018

### Learning Objectives

The Leadership Institute is designed specifically for individuals from CACUBO member institutions who wish to sharpen their leadership skills, discover new solutions to age-old problems, and enjoy a jolt of fresh enthusiasm at this point in their career. It will also equip high-potential employees who will soon be assuming new responsibilities.

The Institute presenter is Dr. Gerald Graham, a renowned expert in the area of leadership, who will present "Creating a Winning Culture" focused on Leadership in Cultural Development. Teams of 6-8 people will work together throughout the Institute to gain a deeper understanding of the subject matter by hearing a wide variety of perspectives. Up to 24 CPE credits can be earned by attending this intermediate institute in the areas of Business Management & Organization, Personal Development, and Communications. The Institute requires each participant to purchase and read "Work Rules: Insights from Google" by Lazlo Bock.

*"I have been in higher education financial management for over 15 years and thought I had leadership down pat. Yet, I've come away from Dr. Graham's presentations with practical and nuanced techniques that work especially well in this industry. He is dynamic, on-point, and connects with the audience. I have attended the Leadership Institute three straight years, knowing each year would reveal slightly different strategies for engaging and motivating people."*

*~ Tosh Stuart, Director of Finance and Administration at Indiana University*

### Institute Presenter

Dr. Gerald Graham is currently the R. P. Clinton Distinguished Professor of Management and former Dean of the Barton School. He has made management presentations to more than 750,000 participants in 46 states, Canada, Mexico and Slovakia. He also has been the recipient of the Wichita State University Excellence in Teaching Award and the Barton School of Business Teaching Award (multiple times). Dr. Graham has written four management textbooks, which have been adopted nationally, and numerous research articles. Dr. Graham has written more than 500 columns on leadership that have appeared in newspapers and journals in the United States. For twenty years, he wrote a semimonthly column for the Wichita Business Journal and for more than twelve years, he published The Applied Management Newsletter, a monthly management training publication.

### CACUBO Continuing Professional Development

The Central Association of College and University Business Officers (CACUBO) is registered with the National Association of State Boards of Accountancy (NASBA) as a sponsor of continuing professional education on the National Registry of CPE Sponsors. State boards of accountancy have final authority on the acceptance of individual courses for CPE credit. Complaints regarding registered sponsors may be submitted to the National Registry of CPE Sponsors through its website: [www.learningmarket.org](http://www.learningmarket.org). The CACUBO sponsor identification number is 116326. In accordance with the standards of the National Registry of CPE Sponsors, CPE credits have been granted based on a 50-minute hour.

## Monday, July 30

### ***The Leadership Role in Cultural Development***

- Low freedom vs high freedom leadership
- How to limit leadership power
- How leaders can serve the team
- Why information sharing is crucial
- What is "locus of control?"
- How to make decisions on values
- How to improve your hiring process
- How to find the best fit for your department
- How to create discerning interview questions
- Six steps for screening new hires

## Tuesday, July 31

### ***How to Build a Team-Development Culture***

- Why take power away from managers?
- How rules may inhibit performance
- Do you really trust your staff?
- How data trumps judgement
- How to make performance appraisals work
- What to do about your "best" and "worst" performers
- Why performance ratings stymie development
- Why "less" is "more" in team development
- Four levels for measuring the impact of training
- Four principles of employee pay
- How to celebrate accomplishment over compensation
- Why you should reward thoughtful failures

## Wednesday, August 1

### ***How to Focus on a People-Development Culture***

- How you can apply Google's people programs
- Free perks, clubs and services
- Be there when bad stuff happens
- How to gain value with "nudges"

### ***How to Register***

To register, visit [www.cacubo.org](http://www.cacubo.org) and click on "Leadership Institute". Early registration is encouraged as enrollment will be limited. Monday breakfast, several snacks, and all lunches are included in the registration fee. The Institute will end on Wednesday at 3:00 PM.

### ***Refunds and Cancellations***

Refund requests emailed to David Takehara at [d-takehara@northwestern.edu](mailto:d-takehara@northwestern.edu) before July 10, 2018 will be honored, less a \$100 processing fee. No refunds will be made after that date.

### ***Fees***

Registration fee is \$995  
CACUBO members only

## Wednesday, August 1

### ***Continued...***

- How to have "role" and "responsibility" discussions
- How to avoid "entitlements"
- Drop everything and deal with the crises
- Focus on doing fewer things better
- Find the moral mistake and teach it
- Ten steps to transform your team

### **Accommodations:**

Courtyard by Marriott Downtown Grand Rapids  
11 Monroe Avenue NW, Grand Rapids, MI, 49503

Located in the middle of the energetic Grand Rapids scene, the Downtown Courtyard by Marriott delivers choices and convenience for business and leisure travelers alike. From the welcoming lobby and the functional, relaxing rooms to the friendly service and city views, it's a stay you'll feel good about. This Downtown Grand Rapids Hotel features multiple spaces to work or relax in, free Wi-Fi throughout and easy access to news, weather, maps, directions and city events via our 55-inch touch screen interactive GoBoard. The highlight of the lobby experience is The Bistro, which provides guests fresh food offerings, a large choice of Starbucks beverages and crafted cocktails. A skywalk offers convenient access to Devos Place Convention Center, Van Andel Arena and dozens of restaurants and night clubs.

### **Pre-Reading Requirement:**

Participants are required to purchase and read the book "Work Rules: Insights from Google" by Lazlo Bock prior to the Institute.

**The book is not included as part of the registration process – you must purchase it on your own and read it prior to the Institute!**

### ***For More Information***

Contact the Leadership Institute  
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