

EMERGING LEADERS IN HIGHER EDUCATION

July 18-19, 2011
Boston, MA



ACADEMIC · IMPRESSIONS

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OVERVIEW

The future of higher education will be filled with pervasive complexity, ambiguity, and change, requiring a different leadership skill set. The next generation of leaders will have to:

- Lead when there aren't any clear answers or solutions
- Craft solutions that will require cross-boundary collaboration throughout a campus
- Reduce costs while increasing quality and responsiveness
- Anticipate future challenges to their institutions in a way that coalesces broad understanding and support for future action
- Tap the creative resources throughout their institutions so that alternative approaches and thinking can help solve the complex and thorny issues that face higher education
- Build exceptional teams at every level of the campus and empower these teams to move the institution forward in fulfillment of its mission and vision

This practically focused, two-day leadership program will provide participants with tools and strategies that will enable them to effectively navigate the increasing complexity facing higher education.

LEARNING OUTCOME

After attending this conference, you will be better equipped to secure and succeed in a leadership position at your institution.

WHO SHOULD ATTEND

This program is built on the premise that innovation and cross-boundary thinking and collaboration will be key to competing in the future of our industry. As such, it has been designed for emerging leaders throughout higher-ed administration, not simply one particular functional area. Because titles and levels of responsibility vary so much across different sizes and types of institution, we encourage you to call us with any questions about whether this program is right for you.

Please contact Amit Mrig at 720-988-1210 for more information.

WHAT MAKES THIS LEADERSHIP DEVELOPMENT PROGRAM DIFFERENT?

As you know, there are hundreds of books, articles, studies, and conferences on this subject. Here are three reasons why you should consider investing time and money in this program:

1. This program starts with the right instructors — instructors who have helped develop thousands of leaders and have selected the best of the best resources and materials for our use in this program.
2. Developing as a leader is an evolutionary process that requires doing and practice. That's why we favor an interactive and experiential approach, one that offers tangible tools and techniques that you can begin using right away.
3. Finally, while this program is rooted in a deep understanding of the higher education industry, we don't restrict our lessons and examples to those from colleges and universities. In fact, we think taking a broader view of leadership is critical to succeeding in the future. The resources and lessons that will be discussed have been drawn from multiple organizations and settings across the public and private sector.

**Are you
developing
the right skills
to lead your
institution into
the future?**

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AGENDA

MONDAY, JULY 18, 2011

- 8:00 – 8:30 a.m. **Registration and Continental Breakfast (included in registration)**
- 8:30 – 9:00 a.m. **Opening Remarks and Introductions**
- 9:00 – 10:00 a.m. **Leadership Overview**
In our opening session, we will identify the future roles, skills, and qualities required for success in the next generation of higher education leadership positions. Next, participants will create a leadership “score card” that will assess their current strengths and areas of needed development as leaders.
- 10:00 – 11:00 a.m. **Thinking Styles Inventory**
Understanding the diverse thinking styles of others provides insight into how to lead them effectively. Using a validated assessment that identifies four primary thinking styles, participants will uncover their dominant style of thinking and problem-solving and discuss how this can and should influence their leadership style.
- 11:00 a.m. – 12:00 p.m. **Ethics**
Using a case study that portrays a realistic situation that participants might face back on campus, this session will provide insights and offer guiding principles that future leaders can utilize when navigating complex and nuanced situations.
- 12:00 – 1:00 p.m. **Lunch (included in registration)**
- 1:00 – 2:30 p.m. **Future Timeline**
This strategic thinking and planning tool will be used to conduct “horizon thinking” about the future of higher education. We will identify the potential events, trends, and issues that could impact our institutions over the next five to 10 years. Using a prioritized list of trends and issues from the timeline, participants will determine the emerging leadership skill set necessary to deal effectively with the anticipated future.
- 2:30 – 2:45 p.m. **Break**
- 2:45 – 4:00 p.m. **Leader as Diagnostician**
If leaders are going to be successful in the future, they will need to develop a “diagnostic mentality” in which they learn to assess a situation before they present solutions. This session will involve the utilization of four organizational assessments that will give participants deep insight into some of the most important aspects/elements of institutional life. The assessments will cover change readiness, creativity, meeting productivity, and team effectiveness. Participants will be able to choose two of the four assessments and gain practical experience with them.
- 4:00 – 4:45 p.m. **Tips and Techniques for Leadership Effectiveness**
There are a handful of techniques and approaches that successful leaders employ to enhance their overall effectiveness. Several of these will be presented during this session, including tips on managing change, delegation, and decision-making..
- 4:45 – 5:00 p.m. **Wrap-Up and Homework Assignment**
- 5:00 – 6:00 p.m. **Networking Reception (included in registration)**

CPE



Academic Impressions 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 addressed to the National Registry of CPE Sponsors, 150 Fourth Avenue North, Suite 700, Nashville, TN, 37219-2417. Website: www.nasba.org.

Recommended CPE Credits: 16
Specialized Knowledge and Applications: Group-live
Prerequisites: None
Program Level: Basic

Upon successful completion of this event, program participants interested in receiving CPE credits will receive a certificate of completion.

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TUESDAY, JULY 19, 2011

8:00 – 8:30 a.m. **Continental Breakfast (included in registration)**

8:30 – 9:00 a.m. **Day I Review**

9:00 – 11:00 a.m. **Leveraging the Knowledge of Others**

With the increasing demands on our time, it can be difficult to stay current on the latest research and practice on effective leadership. In this innovative and creative session, participants will leverage their time and the knowledge of their colleagues to discuss current research and essential leadership lessons.

11:00 a.m. – 12:00 p.m. **The Seduction of the Leader**

This presentation will discuss the pernicious dynamic that most leaders face as they lead their institutions. This “seduction” occurs when leaders do not get honest feedback about how they lead and the decisions they make. The faculty will provide practical strategies to neutralize the negative impact of this leadership dilemma.

12:00 – 1:00 p.m. **Lunch**

1:00 – 2:00 p.m. **Leadership Wheel**

In addition to understanding others’ thinking styles, it’s also important to understand how leaders’ behaviors impact those around them. This session utilizes an assessment instrument that will divulge a participant’s operating style and its impact on effectiveness when working with others. Suggestions will be offered for mitigating the effects of overused strengths as well as for overcoming challenges created by shortfalls in other areas.

2:00 – 2:30 p.m. **Anticipatory Thinking**

This presentation will provide a practical model for building the “anticipatory” thinking capacity of a campus. While we cannot “predict” the future, we can creatively scan the environment for clues to potential futures. This capacity builds the resilience and adaptability of a campus and enables stakeholders throughout the campus to anticipate and understand the need for change.

2:30 – 2:45 p.m. **Break**

2:45 – 3:30 p.m. **Career Mapping**

During this interactive session, participants will examine the career path that brought them to their current position and, working with a thought partner, chart a path for the future.

3:30 – 4:00 p.m. **Life Balance for Leaders**

Managing energy, attention, and stress is essential to a leader’s effectiveness and success. In this session, the faculty will provide practical tools and strategies that will enable emerging leaders to thrive on the cutting edge of effectiveness while maintaining a sense of balance in their life.

4:00 – 4:30 p.m. **Wrap-Up, Discussion, Next Steps**

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INSTRUCTORS



Larry Goldstein, President, Campus Strategies, LLC

Larry is the president of Campus Strategies, LLC, a higher education management consulting firm. He writes and speaks frequently on higher education leadership and related topics. For more than 10 years, he has co-facilitated an annual leadership development program for new chief financial officers, resulting in the training of more than 10 percent of the CFOs currently working throughout higher education. He also has co-authored several publications, including *Presidential Transitions*.

Immediately prior to establishing Campus Strategies, LLC, Goldstein served as senior vice president and treasurer of the National Association of College and University Business Officers (NACUBO). He joined NACUBO after spending 20 years in higher education financial administration. In his last campus position, he served as the University of Louisville's chief financial officer. Before that, he held administrative appointments with The University of Chicago, the School of the Art Institute of Chicago, and the University of Virginia.



Patrick Sanaghan, President, The Sanaghan Group

Patrick is the president of The Sanaghan Group, an organizational consulting firm that specializes in strategic planning, leadership development, meeting facilitation, and leadership transitions. For more than 10 years, he has co-facilitated an annual leadership development program for new chief financial officers, resulting in the training of more than 10 percent of the CFOs currently working throughout higher education.

In the past 25 years, he has taught leadership development in more than 50 organizations. Sanaghan speaks and writes frequently on leadership, strategic planning, and change management, and he has authored several books on these subjects. He is currently writing a book on exceptional leadership.

HOTEL RESERVATIONS

The conference will be held at:

Seaport Hotel
1 Seaport Lane
Boston, MA 02210

To reserve your room, call 1-877-SEAPORT. Please indicate that you are with the Academic Impressions group to receive the room rate of \$179 for single or double occupancy, plus applicable tax.

A room block has been reserved for the nights of July 17-18, 2011. Reservations must be made by June 27, 2011. There are a limited number of rooms available at the conference rate. Please make your reservations early.

Located on the Boston waterfront in the bustling Seaport District, the Seaport Hotel offers dazzling city and harbor views and incredibly convenient access to all major points of interest including the Financial District, Freedom Trail, Faneuil Hall, and the North End. The Seaport hotel is located just minutes from Logan International Airport.



CFRE Continuing Education Credits

Full participation in Emerging Leaders in Higher Education is applicable for 12.25 points in Category I.B – Education of the CFRE International application for initial certification and/or recertification.

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Attend as a team – remember, if you register as a group, every fourth registrant is free. Questions about the event? Call us at 720.488.6800 to help determine if this event is right for you. **Register online at www.academicimpressions.com**

REGISTRATION FEES

Your registration fee includes: full access to all conference sessions and materials, breakfast, lunch, and access to the networking reception on Monday, breakfast and lunch on Tuesday, as well as refreshments and snacks throughout the conference.

Postmarked on or before July 1, 2011

Emerging Leaders in Higher Education _____ \$1295 USD
(For registrations postmarked after July 1, 2011, an additional \$100 fee per registrant applies)

Check here if you have any dietary or accessibility needs. Please list any needs in the space below and we will do our best to accommodate you.

How did you hear about this event? (email from AI, colleague forwarded email, *The Chronicle*, etc.) _____

CONFERENCE REGISTRATION INFORMATION (PLEASE PRINT CLEARLY)

Name _____ Name Preferred for Badge _____

Job Title _____ Institution/Organization _____

Address _____

City _____ State/Province _____ Zip/Postal Code _____ Country _____

Telephone _____ Fax _____ Email _____

For registration confirmations and pre-conference communication. (FOR ADDITIONAL REGISTRANTS, PLEASE COMPLETE ADDITIONAL FORMS.)

Additional Contact Name _____ Additional Contact Phone _____

Additional Contact Title _____ Additional Contact Email _____

Emergency Contact Name _____ Emergency Contact Phone (day) _____

(In case of emergency, we will contact this person on your behalf) (evening) _____

FREE HIGHER ED NEWS AND ANALYSIS

Academic Impressions is happy to offer *Higher Ed Impact*, a free industry scan of news, trends, and fresh research on higher education, delivered in an easy-to-scan email.

- Sign me up for HEI: Daily Pulse** – impactful news, trends, and practices, sent daily
- Sign me up for HEI: Weekly Scan** – the week's most critical news, with analysis of top stories and trends, sent on Fridays
- Sign me up for HEI: Monthly Diagnostic** – practical takeaways addressing a strategic challenge facing institutions of higher ed, sent 9-12 times/year

PAYMENT METHOD

We accept Visa, MC, and AmEx credit cards. To pay by check, include the check with this form or select the "invoice me" option. Fax form to 303.741.0849 or mail form along with payment to: Academic Impressions, 4643 S. Ulster St. Ste. 350, Denver, CO 80237.

CREDIT CARD

Please charge my credit card: (Visa, MC, AmEx) _____

Name on Card _____

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Exp. Date _____ Billing Zip Code/Postal Code _____

Security Code (last 3 digits on the back of Visa and MC _____
or 4 digits on front of AmEx)

CHECK/INVOICE

My check is included and covers _____ registration(s)

Check # _____

Please invoice me

Purchase Order # _____

(PO# not required to receive invoice)

REFUND/CANCELLATION POLICY

Refunds will be issued only if cancellations are received in writing by April 22, 2011. A \$100 processing fee will be assessed. After April 22, 2011 a credit (less \$100 processing fee) will be issued. The credit will be valid for 12 months and can be used toward any future conferences, Web conferences, audio proceedings, or Web conference archives. In case this event is cancelled, Academic Impressions' liability is limited to a refund of this registration fee only.