



CONFERENCE

THE ADAPTIVE LEADER'S INSTITUTE AND TOOLKIT

January 30 - February 1, 2017

Philadelphia, PA

A stack of three books. The middle book has a dark blue spine with the text 'LEARN TO LEAD' in white, flanked by two white dots.

• LEARN TO LEAD •



.....
Learn how to better facilitate task-focused, large-group, strategic meetings.
.....

OVERVIEW

As higher education faces significant and fundamental challenges, convening and engaging large groups of stakeholders will be critical to understanding the big picture, shaping choices, making decisions, and taking action. Learn practical ways to meaningfully engage stakeholders across institutional silos and towards purposeful action at this hands-on, three-day program.

Leaders will leave this event with a better understanding of how to utilize the skills, experience, and perspectives of campus stakeholders to tackle adaptive challenges. You will also receive a toolkit comprised of specific collaborative activities, frameworks that underpin and support these activities, and our stance as leaders in order to enact them.

Due to the interactive nature of this program, attendance is limited to the first 30 registrants.

ADDRESSING ADAPTIVE CHALLENGES

Higher education is facing significant and fundamental challenges that don't have clear or easy answers, including:

- Improving quality while simultaneously lowering costs;
- Increasing public trust during a time of dramatically declining funding; and
- Creating a truly sustainable business model for liberal arts institutions.

There are no silver bullets, nor one-size-fits-all solutions for these challenges. What works for one institution will likely not work for another. The key is collaboration. Convening different groups is not without risk, but it is the best way to create an informed and shared picture of the future, and it can engender the necessary trust to move forward. This program will equip you with the tools, techniques, and approaches to do just that.

[VISIT EVENT PAGE](#)

www.academicimpressions.com/conference/adaptive-leaders-institute-and-toolkit



A HIGHLY EXPERIENTIAL PROGRAM

- Personalized attention - **this program is limited to 30 attendees**
- There are no PowerPoints - you will receive a wealth of information, but not in a lecture format
- Every activity we share with you has been field-tested and proven to be effective
- You will learn how to move your most important cross-campus initiatives forward
- The extensive materials, including a complimentary copy of *Collaborative Leadership in Action*, will serve as an ongoing reference guide

LIMITED ATTENDANCE - REGISTER EARLY

Due to the highly experiential and interactive nature of this program, **attendance is limited to 30 people**. You will engage in different simulations and discussions, and receive personalized attention to ensure you leave with a tangible plan to move your change efforts forward.

WHO SHOULD ATTEND

This program has been specially designed for middle to senior leaders who are managing large-scale change efforts (i.e. revamping a core curriculum; creating a new strategic plan or direction for an institution; creating a comprehensive approach to student success and completion, etc.). Internal staff focused on organizational development will also benefit.

LEARNING OUTCOME

After participating in this conference, you will be able to facilitate task-focused, large-group, strategic meetings.

CONTACT US FOR MORE INFORMATION

Contact Amit Mrig, President and CEO at Amit@academicimpressions.com or 720-988-1210 if you'd like additional information about the program.



AGENDA

MONDAY, JANUARY 30, 2017

8:00 - 8:30 a.m.

Registration and Continental Breakfast (included in registration fee)

8:30 - 9:30 a.m.

Introductions and Creating Connections

9:30 - 10:45 a.m.

Framework: Thinking Styles Inventory

Anytime you bring together groups of people, you will have multiple perspectives and working styles. We'll use the Hermann Brain Dominance Inventory as a lens for looking at engagement and creating the conditions for collaboration.

Conceptual Framework: 3 Questions

We'll introduce you to the three questions people ask themselves as they decide whether or not to invest themselves in a group. These also serve as a lens for creating the conditions of participation and commitment.

10:45 - 11:00 a.m.

Break

11:00 a.m. - 12:00 p.m.

An Appreciative Inquiry into Adaptive Leadership

We'll introduce Appreciative Inquiry, a strength-based approach to planning and innovating, by using a *discovery interview* as a way to surface lessons learned from our own experiences with adaptive change.

12:00 - 1:00 p.m.

Lunch (included in the registration fee)

1:00 - 2:15 p.m.

Case Study: School of Public Health

This case will demonstrate how the faculty in a school of public health was meaningfully engaged in the redesign of their Masters in Public Health degree. In this example, we'll highlight two collaborative activities: *future scenarios* and *learning teams*.

Collaborative Meeting Design Basics: The Flow Model

We'll introduce the underlying structure of a good, collaborative/participatory meeting. We'll use the work we've done together to illustrate the Flow Model (Beginning, Middle and Culmination), and show how it connects to the other frameworks.

2:15 - 2:30 p.m.

Break

2:30 - 3:30 p.m.

Case Study: Community College

In our second case, we'll explore an example of a large and decentralized community college that had two campuses and was coming together under a single governing structure for the first time. Using the techniques presented in this program, they gathered more than 200 faculty and campus leaders to identify the big issues and compelling themes that would guide their new strategic plan. In this example, we'll highlight two collaborative activities: *futures timeline*, and *carousel*.



AGENDA

MONDAY, JANUARY 30, 2017 (CONTINUED)

3:30 - 4:30 p.m.

Action Learning: Reflection and Debriefing

This is an opportunity to “go to the balcony” and shift from active participant to reflective observer and engage in sensemaking of the material presented. This will be an opportunity to consider implications and discuss emerging questions.

Homework: Scan the design book and see what catches your attention or piques your interest. Be prepared to discuss this tomorrow.

4:30 - 5:30 p.m.

Networking Reception (included in registration fee)

TUESDAY, JANUARY 31, 2017

8:00 - 8:30 a.m.

Continental Breakfast (included in the registration fee)

8:30 - 9:00 a.m.

Orientation to the Day/Check-in

Design Discussion

We'll add to our activities toolkit by using *impromptu networking* to discuss the activities from the Sanaghan book that captured our interest.

9:00 - 11:00 a.m.

Expanding Our Thinking/Networking Across Boundaries

We'll use the *systems audit* to share information and expertise across our various organizations. We'll follow this up with *open space*, a self-organizing, collaborative activity, to support further discussion and learning around topics of relevance to the group.

11:00 a.m. - 12:00 p.m.

Design Practice

As a way of applying the concepts and tools, small groups will be given a design challenge. This will highlight both the structure and flexibility in designing a collaborative meeting.

12:00 - 1:00 p.m.

Lunch (included in registration fee)

1:00 - 2:00 p.m.

Design Practice (continued)

2:00 - 2:30 p.m.

Case Example: Reinvigorating the Strategic Plan

This case focuses on the use of a one-day faculty/staff retreat to refocus and re-energize a strategic plan. This case will highlight the use of a “strawman” to jumpstart the dialogue and two collaborative tools: *mindmapping* and *gradients of agreement*.

2:30 - 2:45 p.m.

Break



AGENDA

TUESDAY, JANUARY 31, 2017 (CONTINUED)

2:45 - 3:15 p.m.

Mini Case Example: Input to Committees

We often divide up a strategic effort by forming committees or task forces to take on different pieces of the whole. These groups do their work and then have the challenge of selling (or earning buy-in to) their recommendations to others. In this mini case study, we'll explore how we flipped this dynamic. We'll highlight a collaborative activity: *group discussion design*.

Debrief the two cases.

3:15 - 4:15 p.m.

Design your next Meeting

We'll use the Meeting Design Template to begin scoping out a real situation where convening and engaging campus stakeholders are critical to moving a strategic effort forward.

4:15 - 4:30 p.m.

Program wrap-up and homework

WEDNESDAY, FEBRUARY 1, 2017

8:00 - 8:30 a.m.

Continental Breakfast (included in the registration fee)

8:30 - 9:30 a.m.

Day 3: Reflection & Q&A

Reflection is an essential capability for leading in today's world, yet it is challenging to do. We'll use a *dialogue walk* as an opportunity to see what possibilities are emerging and to pay attention to what will be required of us as leaders. We'll share insights and pressing questions.

9:30 a.m. - 12:00 p.m.

Drafting your Design and Receiving Feedback

Translating the tools into a useable, meaningful back-home application is an essential part of the learning process. We'll designate time in this session for individuals (or teams) to draft a collaborative design and receive feedback from small consulting groups. This is an opportunity for individual integration and for learning from and supporting the efforts of others.

12:00 - 1:00 p.m.

Lunch (included in the registration fee)

1:00 - 2:15 p.m.

Guided Journaling and Action Planning

Alone and with a thought partner, you will identify specific steps that you can take when you return to your campus.

2:15 - 2:30 p.m.

Break

2:30 - 3:30 p.m.

Distilling the Most Important Lessons

We'll reflect on the last three days and distill the most important lessons and takeaways about working with larger groups to tackle your institution's most difficult challenges. An *affinity diagram* will help us visualize and deepen our learning.

3:30 - 4:00 p.m.

Program wrap-up and Final Q&A



INSTRUCTORS

Nancy Aronson

Bio coming soon.

Patrick Sanaghan, President, The Sanaghan Group

Dr. Sanaghan serves as the head of The Sanaghan Group, an organizational firm specializing in leadership development, executive coaching, strategic planning, and leadership transitions. Pat has worked with over 200 campuses and hundreds of organizations in the last twenty-five years. He has taught leadership to thousands of leaders in higher education, and helped over one hundred campuses conduct collaborative, transparent strategic planning processes. He is the co-author/author of six books, numerous articles, and several monographs in the fields of strategic planning, leadership, and change management. His most recent books include: *Collaborative Leadership in Action* and *How to Actually Build an Exceptional Team*.



OTHERS	VS	ACADEMIC IMPRESSIONS
Typically large annual event		Intimate, workshop-style event with personalized attention
Many concurrent sessions; forcing choice		One focused learning track
Uneven sessions and less outcome-focused, driven by an open call for proposals		Needs-driven and meticulously planned with practical outcomes <ul style="list-style-type: none"> Action plans and next steps to use upon returning to campus Carefully-vetted expert instructors that are also practitioners in the field
Lecture-based		Learner-centric and designed for interaction and collaboration
Large networking events with vendors		Small-scale opportunity to truly connect with colleagues in the same position at other institutions
Some slide presentations posted online after the event		200+ page workbooks with references, worksheets, articles, templates, exercises, and planning documents

96%
of past attendees
would recomend an AI
conference to a colleague

250+
and growing of AI member
institutions (AI Pro)

15,000+
higher ed professionals
served

AI Conference Experiences

Academic Impressions provides valuable exploration of timely and pragmatic challenges to higher education institutions. The combination of impassioned subject matter experts as presenters and means of engaging conference attendees was potent.

- C. Tennent, Associate VP of Facilities Management, University of Saskatchewan

This conference was the complete package: relevant topics, philosophical and practical applications, fantastic speakers, fantastic location. One of the BEST conferences I've ever attended. It is what a conference should be! Full of collaboration, networking and solutions.

- M. Lowe , Associate Professor and General Reference Librarian University of Louisiana at Monroe



LOCATION

January 30 - February 1, 2017 :: Philadelphia, PA

HOTEL:

Wyndham Philadelphia Historic District
8400 Arch Street
Philadelphia, PA 19106

To reserve your room, please call 877.999.3223. Please indicate that you are with the Academic Impressions group to receive the group rate.

ROOM RATE:

The rate is \$129 for single or double occupancy, plus applicable tax.

ROOM BLOCK DATES:

A room block has been reserved for the nights of January 29, 30 and 31, 2017.

RATE AVAILABLE UNTIL:

Make your reservations prior to January 9, 2017. There are a limited number of rooms available at the conference rate. Please make your reservations early. Rooms are subject to hotel availability.

ADDITIONAL INFORMATION:

Wyndham Philadelphia Historic District is a contemporary urban hotel with an inviting mix of high-tech spaces and contemporary décor that reflects the Old City charm. Located in Philadelphia's historic district, surrounded by treasures of American heritage, our hotel is an inviting destination where vacation and business travelers can work, relax, dine, meet, and embrace the culture of the City of Brotherly Love.

Philadelphia International Airport (PHL) - just twelve miles away.



PLEASE FAX ALL REGISTRATION PAGES TO: 303.221.2259

PRICING (CIRCLE ONE)

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 and Wednesday, as well as refreshments and snacks throughout the conference.

CONFERENCE
The Adaptive Leader's Institute and Toolkit
\$2,295

EARLY BIRD PRICING

Postmarked on or before January 13, 2017. For registrations postmarked after January 13, 2017, an additional \$100 fee per registrant applies.

REGISTER ONLINE or on the next page.



PLEASE FAX ALL REGISTRATION PAGES TO: 303.221.2259

CONFERENCE REGISTRATION INFORMATION

Print Name | Job Title

Institution/Organization

What name do you prefer on your name badge? | Address

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

Telephone | Email

IF THIS CONFERENCE PARTICIPANT HAS ANY DIETARY OR ACCESSIBILITY NEEDS, PLEASE LIST THEM IN THE SPACE BELOW. WE WILL DO OUR BEST TO ACCOMMODATE THESE NEEDS.

Empty space for dietary or accessibility needs.

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

ADDITIONAL CONTACT INFORMATION

If you would like us to send a copy of your registration confirmation or receipt to someone else, please complete this section

Additional Contact Name | Contact Phone

Additional Contact Email | Additional Contact Title

EMERGENCY CONTACT INFORMATION

Emergency Contact Name | Emergency Contact Phone



PLEASE FAX ALL REGISTRATION PAGES TO: 303.221.2259

PAYMENT METHOD

We accept Visa, MasterCard, and American Express credit cards. To pay by check, include the check with this form or select the "invoice me" option. Fax form to 303.221.2259 or mail form along with payment to: Academic Impressions, 4601 DTC Blvd., Ste. 800, Denver, CO 80237

CREDIT CARD



Name on Card

Account Number

Billing Address

Billing City

Billing State

Billing Zip Code/Postal Code

Exp. Date

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

AMOUNT TO CHARGE: _____

CHECK/INVOICE

My check is included and covers _____ registration(s) Check # _____

Please invoice me, Purchase Order # _____ (PO # not required to receive invoice)

HIGHER ED IMPACT

Delivered free to your inbox, Higher Ed Impact provides you with a full tool kit to help you monitor and assess the trends and strategic challenges likely to have an impact on your institution's health and competitiveness. (Check the boxes for the editions you would like to sign up for)

DAILY PULSE - Scan current events, timely research, and notable practices at other institutions.

WEEKLY SCAN - Review the week's most significant events and the most timely research in higher education, with key takeaways suggested by higher education's leading experts.

DIAGNOSTIC - Get an enterprise-wide and in-depth look at a current, strategic challenge; identify steps to take and critical questions to address.

List the names of the registrants you'd like to sign up: _____

Learn more or sign up to receive Higher Ed Impact at: www.academicimpressions.com/news-sign-up

**Note if you do not provide any names in the above space, all attendees will be signed up for the options selected.*



CANCELLATION AND REFUND POLICIES



SATISFACTION PROMISE

We want you to be satisfied with your Academic Impressions learning experience. If the program you purchased fails to meet your expectations, please contact us within 30 days and let us know. We'll credit the full amount you paid toward another AI program that may better fit your needs.

CONFERENCES

For in-person conferences, substitute registrants are welcome and may be named free of charge at any time. If you cancel 8 weeks or more prior to the first date of the conference, you will receive a full refund, less a \$100.00 service charge per attendee.

If you cancel within 8 weeks of the first date of the conference, you are not entitled to a refund. However, as a courtesy, we will allow you to apply your payment, less the service charge, toward a future purchase within one year from the date you cancel. Your payment is transferable to another person from your institution if you wish.

Please note that if you do not attend and you do not contact us in advance to cancel as described above, you are responsible for the entire payment. In case this event is cancelled, Academic Impressions' liability is limited to a refund of the registration fee only.

ONLINE TRAININGS CONSISTING OF AT LEAST ONE LIVE TRAINING DATE

You will receive a full refund (less a \$75 service charge) if you cancel 8 weeks or more prior to the first live training date. If you cancel within 8 weeks of the first live training date, you are not entitled to a refund. But as a courtesy, we will apply your payment (less a \$75 service charge) towards a future purchase within one year from the date you cancel. Your payment is transferable to another person from your institution if you wish. You may name a substitute primary participant free of charge at any time prior to the first live training date. If available, you may switch the live training format to a self-paced format (such as a CD-ROM Recording or On-Demand Download) free of charge. (Shipping charges will apply to CD-ROM Recording orders outside the U.S. or Canada.)

ONLINE TRAININGS WHICH ARE PURELY SELF-PACED

All sales are final. No cancellations or refunds are provided.

RECORDINGS, ON-DEMAND DOWNLOADS, MONOGRAPHS AND OTHER PUBLICATIONS

All sales are final. No cancellations or refunds provided.