



CONFERENCE

PRIORITIZING ACADEMIC AND ADMINISTRATIVE PROGRAMS

October 9 - 10, 2014
Chicago, IL



ai ACADEMIC
IMPRESSIONS



“Easily the most comprehensive and useful conference you will attend.”

- William Folkestad, Professor, College of Humanities and Social Sciences.
Colorado State University, Pueblo

OVERVIEW

Many institutions have been operating in a financially unsustainable way for many years. Now that economic conditions are forcing institutions to reduce or restructure their program offerings, critical questions and challenges face campus leaders. Which programs are most important to the institution's mission, overall financial health, and competitiveness? How do you ensure your institution is stronger as a result of prioritization?

Join Bob Dickeson and Larry Goldstein for an in-depth examination of a proven method for prioritizing academic and administrative programs.

A TEAM EFFORT

Given the leadership support required to successfully implement such an effort, we have specially designed this program for teams of institutional executives. We strongly encourage both the chief financial officer and chief academic officer the primary champions for prioritization to attend the program together.

Because prioritization is a campus-wide effort, we also encourage the following representatives to attend as part of a team:

- Executive leadership
- Institutional researchers
- Faculty

LEARNING OUTCOME

After participating in this conference, you will be able to determine if and how to implement the Dickeson program prioritization model on your campus.

[CLICK HERE TO REGISTER](#)



PROGRAM FORMAT AND RESOURCES

This program will be highly interactive and discussion based. While the concepts of prioritization have been successfully used in multiple campus settings, there is no one template for successful implementation. A variety of cultural and economic factors will influence an institution's approach. Accordingly, the program is highly focused on the application of these concepts to your specific campus context. The output from the various group activities will be documented and shared out to each participant after the program, so you can take back a range of ideas and solutions that might work for your campus.

This program is based in large part on Bob Dickeson's book, *Prioritizing Academic Programs and Services*. Included in your registration fee is a complimentary copy of this resource-rich book which can be helpful not only as a guide but as a way to build buy-in for this effort.

PRE-EVENT RESOURCE: PRIORITIZING ACADEMIC & ADMINISTRATIVE PROGRAMS 101

This pre-conference recording will explore the basic concepts of academic and administrative program prioritization to ensure that an institution's resources are creating the greatest value. We strongly encourage you to watch this online training with your team prior to attending our conference. This recording is offered to you for free when you register for this conference. [Learn more](#) about this online training.

CPE CREDITS

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: 15

Program Field of Study: Specialized Knowledge and Applications

Delivery Method: Group-Live

Prerequisites: None

Program Level: Basic



AGENDA

THURSDAY, OCTOBER 9, 2014

- 8:00 - 8:30 a.m.** Registration & Continental Breakfast
- 8:30 - 9:00 a.m.** Welcome, Introductions, and Program Overview
- 9:00 - 9:45 a.m.** Approaches to Engage Faculty
- Faculty are likely to be the greatest source of resistance to program prioritization but their involvement in and ownership of the process is key to its success. In this opening session we'll tackle the stickiest issue first and explore:
- Who to involve and how task force participation, information sessions, etc.
 - Addressing low trust, low morale, and past planning or prioritization failures
 - Shifting from a delegate to trustee mindset
 - Minimizing fear and uncertainty and tackling the rumor mill
- 9:45 - 10:00 a.m.** Break
- 10:00 - 11:15 a.m.** Essential Elements of Inclusive and Transparent Processes
- Most prioritization efforts are derailed due to process and people issues. In this session we'll explore essential elements of inclusive, transparent processes including:
- Building a credible task force
 - Creating guiding principles
 - Designing effective communication systems
- 11:15 a.m - 12:00 p.m.** Assessing Your Readiness for Prioritization
- Before undertaking prioritization, institutions should look ahead to determine their capacity to manage a change effort of this scale and importance. In this session you'll assess your readiness in several areas including:
- Communication
 - Collaboration
 - Trust
 - Decision making
 - Transparency
- 12:00 - 1:00 p.m.** Lunch (included in registration fee)
- 1:00 - 1:30 p.m.** Reaffirming Institutional Mission
- Alignment with institutional mission is a key factor in how you ultimately rank and prioritize programs. At many campuses, the mission statement does not offer a sufficient grid by which to measure a program against. In this session we'll explore alternative options such as adopting an operational mission or program direction statement for use in prioritization. We'll also have the opportunity to workshop your mission statement to identify strengths and weaknesses relative to this effort.



AGENDA

THURSDAY, OCTOBER 9, 2014 (CONTINUED)

1:30 - 2:30 p.m.**Defining Programs and Allocating Costs**

Defining programs and allocating costs is key to ensuring fair and accurate results, but there are layers of complexities involved—especially when faculty and other resources are shared across programs. In this session we'll explore:

- How to define administrative and academic programs
- Identifying and allocating costs between multiple programs within one administrative or academic department

2:30 - 2:45 p.m.**Break****2:45 - 3:45 p.m.****Selecting Appropriate Criteria**

While institutions should adopt or adapt criteria that fit their unique culture and context, Bob Dickeson's research has revealed ten criteria that ensure a comprehensive and balanced analysis of each program. In this session, participants will review:

- 10 criteria, including what they mean and how to measure them
- How different institutions might weight criteria differently
- How to engage faculty and staff to take ownership of the criteria

3:45 - 4:30 p.m.**Weighting the Criteria**

Just as programs have different value to an institution, so too do criteria. In this session we'll discuss different and credible approaches for weighting the criteria, and give you an opportunity to create a customized set of weighted criteria for your own institution.

4:30 - 5:30 p.m.**Networking Reception (included in registration fee)**

FRIDAY, OCTOBER 10, 2014

8:00 - 8:30 a.m.**Continental breakfast (included in registration fee)****8:30 - 9:00 a.m.****Day 1 review and Q&A****9:00 - 10:15 a.m.****Unique Considerations for Reviewing Administrative Programs**

It is strongly advisable to review both academic and administrative programs concurrently, though administrative programs require a different set of criteria and considerations for prioritization. In this session we will explore unique considerations for reviewing administrative programs including:

- Outsourcing options
- Customer focus
- Technological improvements
- Process streamlining
- Collaboration



AGENDA

FRIDAY, OCTOBER 10, 2014 (CONTINUED)

10:15 - 10:30 a.m. Break

10:30 - 11:30 a.m. Group Activity: Measuring the Criteria

Data is at the heart of prioritization but as you begin to examine the criteria closely, there are multiple indicators of data that could work for each one. In this interactive session, participants will work together to identify data indicators and sources for each of the 10 criteria. This invaluable resource will be captured and shared back with you following the program.

11:30 a.m. - 12:15 p.m. Measuring, Analyzing, and Prioritizing

Because of the importance of the recommendations, it's critical to think through how you'll score and ultimately rank each program. Effective prioritization does not rely solely on quantifiable data nor does it blindly follow a formula. In this session we'll examine different rating systems and categories and explore the role of judgment in decisions.

12:15 - 1:30 p.m. Lunch (included in registration fee)

1:30 - 2:30 p.m. Implementation Considerations

Successful implementation is key to ensuring that prioritization leaves your institution stronger as a result of decisions that are made and carried out with integrity, care, and respect for all those involved. In this session we'll explore complex issues involved in implementation including:

- Legal and accreditation considerations
- Dealing with staff reallocation
- Working within existing governance structures
- Integrating with parallel planning efforts

2:30 - 2:45 p.m. Break

2:45 - 3:30 p.m. Case Study: University of Hartford

In this case study you'll see how the University of Hartford successfully completed the process, how they tackled critical issues, and ultimately how they made prioritization work for their campus.

3:30 - 4:15 p.m. Action Planning

In this final session, you will create an action plan that will guide your initial steps when you return to campus. Our program faculty will be available to consult with you one on one as you begin to identify initial steps and actions, goals, partners to engage, and resources required.

4:15 - 4:30 p.m. Final Q&A and program wrap-up



INSTRUCTORS

**ROBERT C. DICKESON / President Emeritus***University of Northern Colorado*

Robert C. Dickeson provides counsel from multiple leadership perspectives: chair of the governor's cabinets in two states, university president, business CEO, and foundation executive. Dickeson served as the director of the department of administration and chair of the cabinet of Arizona Gov. Bruce Babbitt; and chief of staff, executive director of the office of state planning and budget, and chair of the cabinet of Colorado Gov. Roy Romer. He served in administrative posts at three universities and was president of the University of Northern Colorado from 1981-91. He served as president and CEO of Noel-Levitz Centers Inc., division president of USA Enterprises Inc., and senior vice president of USA Group Inc., heading the USA Group Foundation. From 2000 to 2005, he was co-founder and senior vice president of Lumina Foundation for Education.

While at Lumina Foundation, he led the national initiative on college costs, based on his monograph, *Collision Course: Rising College Costs Threaten America's Future and Require Shared Solutions* (Lumina Foundation, 2004). His book, *Prioritizing Academic Programs and Services* (Jossey-Bass Publishers, 1999, 2010) was based on his extensive consulting experiences including serving several hundred two-and four-year colleges (private and public) and corporations ranging from hospitals to bank holding companies. During 2006, he served as senior policy adviser to the Spellings Commission on the Future of Higher Education.

**LARRY GOLDSTEIN / President***Campus Strategies, LLC*

Larry is the president of Campus Strategies, LLC, a higher education management consulting firm. His consulting interests cover a wide range of topics including higher education budgeting, strategic planning, accounting, and finance. He writes and speaks frequently on these topics. He is the author of *A Guide to College and University Budgeting: Foundations for Institutional Effectiveness* and 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.



INSTRUCTORS



SHARON VASQUEZ / Provost*University of Hartford*

Sharon L. Vasquez is in her fourth year as provost of the University of Hartford, a private university of 7000 students. Since her arrival she has successfully lead several major planning initiatives including the university's NEASC reaccreditation review, a full-time faculty compensation study, the Academic Pathways Strategic Plan, the Libraries Master Planning effort and a comprehensive review and prioritization of academic programs—Foundation of the Future.

Over a decade of serving as dean at two public universities: in the College of Fine, Performing and Communication Arts at Wayne State University in Detroit, and earlier in the School of Arts and Performance at SUNY-Brockport, helped her hone her leadership skills and navigate the ever changing landscape of higher education. She counts among her proudest accomplishments exceeding capital campaign goals at two institutions; launching an incubator for creative-sector businesses at Wayne State's high-tech research park; leading the American Democracy Project and a "first year experience" initiative at SUNY-Brockport; championing assessment of learning outcomes before it was popular; and nurturing the interest in academic leadership opportunities of numerous women colleagues.



HOTEL RESERVATIONS

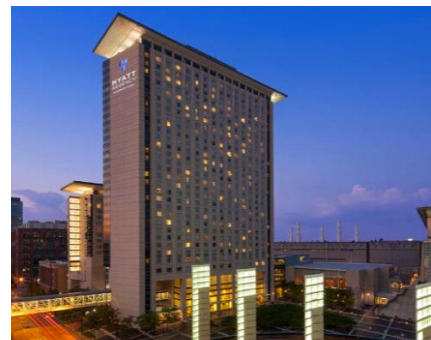
The conference will be held at:

Hyatt Regency McCormick Place
2233 S. Martin Luther King Drive
Chicago, IL 60616

To reserve your room, call 888-421-1442. Please indicate that you are with the Academic Impressions group to receive the room rate of \$189 for single or double occupancy, plus applicable tax.

A room block has been reserved for the nights of October 8 and 9, 2014. Reservations must be made by September 17, 2014. There are a limited number of rooms available at the conference rate. Please make your reservations early.

Sweeping views of Chicago and Lake Michigan await you in these spacious guestrooms, and famous sights and attractions such as Soldier Field are just minutes from the hotel. Culinary adventures beckon from every street corner as the cultural diversity of the city is offered in a vast array of cuisines.



CHICAGO AIRPORT SHUTTLES

SHUTTLE SERVICE FROM O'HARE INT'L AIRPORT (23 miles):

GO Airport Express- 1-888-284-3826 (mention Hyatt group code HRMP) or go to www.hyattshuttle.com. Ticket counters are located across from baggage claim areas of terminals 1, 2, & 3 and outside US Customs in terminal 5 outside Door D. The last shuttle leaves O'Hare at 10:30 PM daily. Advanced reservations are highly recommended. FARES: \$28.00 per person one way / \$51.00 per person round trip.

SHUTTLE SERVICE FROM CHICAGO MIDWAY INT'L AIRPORT (10 miles):

GO Airport Express- 1-888-284-3826 (mention Hyatt group code HRMP) or go to www.hyattshuttle.com. Ticket counter and loading zone is located by Southwest Airlines baggage claim on the Lower Level. FARE: \$23.00 per person one way / \$42.00 per person round trip.

Vans depart the hotel throughout the day and advanced reservations are highly recommended.



PLEASE FAX ALL REGISTRATION PAGES TO: 303.221.2259

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

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

Conference
Conference only - \$1495 USD
<input type="checkbox"/> ___ # of attendees

Total_____

.....
EARLY BIRD PRICING

Postmarked on or before September 19, 2014. For registrations postmarked after September 19, 2014, an additional \$100 fee per registrant applies.

Visit our website to register online:

<http://www.academicimpressions.com/conference/prioritizing-academic-and-administrative-programs-october-2014>



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.

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

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

ADDITIONAL CONTACT INFORMATION

Additional Contact Name

Contact Phone

Additional Contact Email

Additional Contact Title

EMERGENCY CONTACT INFORMATION

Emergency Contact Name

Emergency Contact Phone



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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



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Exp. Date

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

CHECK/INVOICE

AMOUNT TO CHARGE: _____

☐ My check is included and covers _____ registration(s) Check # _____☐ Please invoice me, Purchase Order # _____ (PO # not required to receive invoice)

FREE HIGHER ED NEWS AND ANALYSIS

Each conference registration includes a subscription to *Higher Ed Impact*, a free industry scan of news, trends, and research on higher education, delivered in an easy-to-scan email. *Higher Ed Impact* (HEI) includes:

(Check the boxes for the editions you would like to sign up for)

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

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

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



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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.)

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RECORDINGS, ON-DEMAND DOWNLOADS, MONOGRAPHS AND OTHER PUBLICATIONS

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