



CONFERENCE

FOUNDATIONS FOR INNOVATION AT SMALL INSTITUTIONS

October 5 - 6, 2015

Indianapolis, IN



INDEPENDENT COLLEGES
INDIANA

www.icindiana.org



ACADEMIC
IMPRESSIONS



Learn how to successfully invest in your institutional mission and budget for innovative growth.

OVERVIEW

This workshop will provide innovative direction to institutions that need it most. You will learn practical considerations for how you can continue to invest in your institutional mission while achieving sustainable growth. Our expert presenters have all faced challenges, and through ingenuity and leadership were able to guide constituents to sustainability and growth. Join us as they walk you through critical considerations related to:

- Budgeting for innovative growth
- Expanding into new and dynamic student markets
- Exploring opportunities for academic program growth
- Guiding stakeholders through new innovative opportunities

This unique professional development opportunity will combine expert presentation with tailored consultation to help you identify opportunities for growth and innovation at your institution.

LEARN PRACTICAL STRATEGIES

This is the only conference that looks at practical solutions to the challenges facing smaller institutions across higher education. Our expert instructors have tackled disruption head-on and can help you apply what they have learned to your own institutional context. During this conference you will have personal contact with:

Gary Brahm, Chancellor, Brandman University

Arthur Kirk, President, St. Leo University

Melissa Morriss-Olson, Ph.D., Provost and Vice President for Academic Affairs, Bay Path University

GT Smith, President Emeritus, Chapman University and Davis & Elkins College

VISIT EVENT PAGE

<http://www.academicimpressions.com/conference/foundations-innovation-small-institutions>



WHO SHOULD ATTEND

Innovation does not come from one institutional leader. Rather, it is the product of a team of stakeholders. We encourage you to send a team of colleagues to this workshop, ideally from chief administrative offices such as:

- The Office of the President
- The Office of the Provost
- The Office of the Chief Financial Officer

SUGGESTED READING

Small but Mighty: 4 Small Colleges Thriving in a Disruptive Environment

In this new paper from Academic Impressions, learn how four small colleges have bucked the national trend of enrollment decline, by:

- Securing the resources for growth
- Developing an outward focus
- Overcoming resistance to change and taking risks
- Pursuing smart experimentation

LEARNING OUTCOME

After participating in this conference, you will be able to better identify potential opportunities for growth and innovation for your institution.

CONTACT US FOR MORE INFORMATION

Contact Patrick Cain, Conference Director at patrick@academicimpressions.com or 720-988-1263 if you'd like additional information about the program.



AGENDA

MONDAY, OCTOBER 5, 2015

DAY 1: PLANNING FOR INNOVATION

8:00 - 8:30 a.m.

Registration and breakfast (included in registration fee)

8:30 - 8:45 a.m.

Introductions

8:45 - 10:00 a.m.

Addressing the Future Timeline of Small Colleges

In this opening session, we will identify the potential events, trends, and issues that could impact our institutions over the next five to ten years. The timeline will help you develop a future orientation in which to think about your challenges and opportunities as a small college.

10:00 - 10:15 a.m.

Break

10:15 - 11:15 a.m.

Creating an Appetite for Innovation at Your Institution

Innovation is not easy within any context, but it is especially challenging at smaller institutions. Traditional modes of operation and decision-making create real barriers, and this session will be devoted to targeting solutions for these barriers. Here, our expert presenter will address:

- How best to create an urgency for innovation—Why must we do something NOW?
- What barriers we can most anticipate within traditional higher education cultures
- Keys to looking outward for innovative inspiration and best practice

11:15 a.m. - 12:00 p.m.

Panel Discussion: Addressing Specific Barriers to Innovation

Hear from all subject matter experts on hand as they discuss specific instances of resistance they have encountered—and continue to encounter. They will include some of their best practices for addressing these barriers.

12:00 - 1:15 p.m.

Lunch (included in registration fee)

1:15 - 3:30 p.m.

An Exploration of Assets: Strategically Leveraging What You Have

In this comprehensive exercise, attendees will be asked to think critically (and collectively) about leveraging existing assets as opportunities for innovation. Through a series of guided conversations, you will discuss existing assets to leverage when creating opportunities. Group consultation will be given in the following categories:

- Capital assets
- Personnel assets
- Academic program assets
- Financial assets



AGENDA

MONDAY, OCTOBER 5, 2015 (CONTINUED)

3:30 - 4:45 p.m.

Budgeting for Innovation: Looking out 3-5 Years

Innovation requires resources, and having adequate resources available requires coupling vision for the future with a keen eye on current budget realities. In this session, you will hear from one institution that has managed to secure funding for strategic initiative year-over-year through transparent, collaborative budgeting efforts. Here, our focus will be primarily on:

- Forecasting
- Building budgetary capacity
- Short- and long-term tradeoffs

4:45 - 5:00 p.m.

Final Questions and Wrap-up

5:00 - 6:00 p.m.

Networking reception (included in registration fee)

TUESDAY, OCTOBER 6, 2015

DAY 2 – ENABLING INNOVATION

8:00 - 8:30 a.m.

Continental breakfast (included in registration fee)

8:30 - 9:00 a.m.

Day 1 Q&A

This opening session will be an informal opportunity to pose ongoing questions to subject matter experts and get further clarification on points made throughout Day 1.

9:00 - 10:15 a.m.

Academic Program Entrepreneurialism: Keys to Identifying Growth Opportunities

In this first case study on small college innovation, we will hear how one institution has both assessed current course offerings and anticipated market opportunities in expanding academic programs strategically. Through this case study, we will more specifically address:

- Assessing risk and opportunity
- Measuring internal and external realities
- New academic program pro forma process

10:15 - 10:30 a.m.

Break

10:30 - 11:00 a.m.

Prioritizing New Program Opportunities

This working session will allow you and colleagues to consider concepts addressed in our morning case study as you begin to discuss what new program opportunities may be best to prioritize on your campus.



TUESDAY, OCTOBER 6, 2015 (CONTINUED)

11:00 a.m. - 12:15 p.m.

Expanding Student Markets: Rethinking Traditional Student Populations

In addition to academic programs, schools looking to expand their market positions need to also consider new student populations to keep up with current higher education trends. This is a challenging proposition for many small colleges since their typically traditional student populations are the backbone of tradition. However, in this case study, we will explore how one institution was able to strengthen that core while embracing new students. Specifically, we will address:

- Identifying opportunities
- Experimenting with academic venues (off-campus)
- Balancing part-time and full-time student needs

12:15 - 1:15 p.m.

Lunch (included in registration fee)

1:15 - 2:45 p.m.

Mock Town Hall Meeting: Aspirant University

Attendees will be offered hypothetical “town hall meeting” scenarios where they are asked to come up with 3-4 action steps to address campus stakeholder concerns for a newly proposed strategic direction. Opportunities to share table conversations will follow.

2:45 - 3:00 p.m.

Break

3:00 - 4:00 p.m.

Guiding through Change: Keys to Authentic Leadership

Any experienced leader will tell you that, while exciting in concept and spirit, the day-to-day path toward innovation can be strenuous and cumbersome—particularly for leaders in new environments. In this session, we will explore practical, actionable concepts that will help ensure a continued momentum for your efforts on campus. Included will be a focus on:

- Plugging into your *current* environment
- Recognizing and leveraging your strengths as a leader
- Keys to strategic delegation
- Case studies in building trust through process and program shifts

4:00 - 4:45 p.m.

Panel Discussion: Three Keys to Innovation

As a capstone to the workshop, our expert presenters will provide three key takeaways from their experiences in realizing new, innovative directions at their institution. Then, time will be available for an informal Q&A.



INSTRUCTORS

Gary Brahm, Chancellor, Brandman University

In 2007, Gary Brahm became the founding chancellor of Brandman University and today, oversees a network of twenty-nine campuses, more than 2,500 faculty and staff, 12,000 students, and an annual budget of \$100 million.

Prior to his present position, Brahm served as the executive vice president for finance and administration and chief operating officer of Chapman University for over thirteen years. Brahm was responsible for enrollment management, financial aid, registrar, student life, investments, budgeting, information systems, human resources, facilities management and campus planning, and business services.

He has periodically served as chair or a member of numerous WASC accreditation visiting teams. He has presented on non-traditional education, online, and competency-based education at the American Council for Higher Education annual meeting, the Association of Governing Boards National Conference on Trusteeship, the Credit Suisse global conference, the WASC Academic Resource Conference and many others.

Arthur Kirk, President, Saint Leo University

Dr. Arthur F. Kirk, Jr. served thirty-two years as a college and university president—effectively saving and transforming Keuka College and Saint Leo University. Prior to assuming Keuka College's presidency in 1984, he served as executive vice president and chief financial officer of Misericordia University for five years where he also led a transformational turnaround, as chief operating officer, reversing years of decline and putting the institution on a path to sustainable prosperity.

Dr. Kirk retired from the presidency of Saint Leo University in the summer of 2015. In his over eighteen years at the helm, Saint Leo University grew from a small campus of 730 students with a total student population of 7,100, most of them on 15 military bases, to a thriving campus of over 2,300 students and over 16,500 students total taking classes at over 40 locations in seven states and online. He built one of the largest and most respected online education programs among private, non-profit colleges in the nation. As part of that growth, Saint Leo University became the third largest catholic university with the largest catholic university school of business in the nation. Under Dr. Kirk's leadership, Saint Leo's annual revenues grew from \$26 million in 1997 to over \$170 million in 2015. Net assets grew from \$19 million to over \$175 million. The university's endowment increased more than tenfold and the combination of endowment and cash reserves exceeded \$100 million when he retired, up from \$6 million in 1997.



INSTRUCTORS

Melissa Morriss-Olson, Ph.D., Provost and Vice President for Academic Affairs, Bay Path University

As provost of Bay Path University, Melissa Morriss-Olson serves as the chief academic officer for the university and is responsible for oversight of the daily operations and for leadership of the university in the absence of the president. Throughout her thirty-five year career, Dr. Morriss-Olson has gained a reputation as a creative academic entrepreneur. At her current institution, she has led the re-engineering of the learning community and structure including the development of the Thumbprint—Bay Path’s distinguishing educational aspirations—as well as the Women Empowered as Learners and Leaders (WELL) program. Under her leadership, a new academic structure consisting of schools and colleges has been established and faculty resources have been diversified and strengthened. Dr. Morriss-Olson has led the development and launch of twenty plus new graduate degree programs, resulting in a significant increase in student enrollment.

In her previous roles at North Park University in Chicago, she overhauled the enrollment management program, resulting in a 300% increase in total enrollment and founded and directed the nationally recognized Axelson Center for Nonprofit Management, one of the first academic centers of its kind in the country, and held the first Axelson endowed professorship in nonprofit management.

GT Smith, President, Davis & Elkins College

G.T. “Buck” Smith began his professional career at Cornell University in 1960, following graduate school there. He then returned to his undergraduate alma mater, The College of Wooster, in 1962 where he served as vice president for development. From 1977-88, he was president of Chapman University. In 2004 he was called out of retirement to serve as president of Bethany College (West Virginia) through December 2007. He then served as president of Davis & Elkins College from July 2008 through June 2013. He was recently reappointed as President of Davis & Elkins, effective summer 2015.



LOCATION

October 5 - 6, 2015 :: Indianapolis, IN

HOTEL:

Sheraton Indianapolis City Centre
31 W. Ohio Street
Indianapolis, IN 46204

To reserve your room, please call 317.635.2000. Please indicate that you are with the Academic Impressions group to receive the group rate.

ROOM RATE:

The rate is \$179 for single or double occupancy, plus applicable tax.

ROOM BLOCK DATES:

A room block has been reserved for the nights of October 4 and 5, 2015.

RATE AVAILABLE UNTIL:

Make your reservations prior to September 18, 2015. There are a limited number of rooms available at the conference rate. Please make your reservations early.

ADDITIONAL INFORMATION:

Sheraton Indianapolis City Centre Hotel is located in Monument Circle in the heart of Indianapolis. Make your stay monumental and unforgettable with our convenient location near all of the things to do in Indianapolis. The Indiana Convention Center along with many corporate offices are located within blocks of our hotel. Make your trip more productive or your visit less stressful with all of our Indianapolis hotel features. Relax by the outdoor heated pool overlooking Monument Circle, work out in our state-of-the-art fitness center, or stay connected with the Link@Sheraton; our lobby connection destination.

TRANSPORTATION:

Shuttle Service

Public shuttle service is available to and from the Indianapolis International Airport courtesy of Go Express Travel 'Go Green Line'.

The shuttle, which picks up and drops off in front of the hotel, operates every 30 minutes from 8:00am to 11:00pm daily. A \$10.00 charge does apply to shuttle service; cash & major credit cards are accepted. For additional information, visit the Go Green Line website.

Taxis

Taxi cabs are available to and from the airport which is approximately 10 miles from the hotel. Estimated costs for a taxi is \$40 USD.



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, as well as refreshments and snacks throughout the conference.

CONFERENCE	WITH AI PRO MEMBERSHIP
Foundations for Innovation at Small Institutions	Get \$100 OFF with your AI Pro Membership
	Learn More
\$1295	\$100 OFF

ATTEND AS A TEAM AND SAVE! REGISTER THREE PEOPLE FROM YOUR INSTITUTION AND RECEIVE A FOURTH REGISTRATION FOR FREE!

EARLY BIRD PRICING

Postmarked on or before September 18, 2015. After September 18, 2015, 2015, 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.

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.