PRIORITIZING ACADEMIC AND ADMINISTRATIVE PROGRAMS
March 21 - 22, 2016
Denver, CO
Align your resources with the programs that differentiate your institution.

OVERVIEW

Many institutions have been operating in a financially unsustainable way for many years. Campus leaders now face critical questions and challenges as they are forced to reduce or restructure their program offerings:

→ How can you be sure your institution is ready to begin the prioritization process?
→ Which programs are most important to your institution’s mission, overall financial health, and competitiveness?
→ How do you ensure your institution is stronger as a result of prioritization?

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

PROGRAM FORMAT

This program is highly focused on the application of program prioritization 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 for your campus.

ADDITIONAL RESOURCES: BOOK AND WEBCAST RECORDING

Included in your registration fee is a complimentary copy of Bob Dickeson’s book, Prioritizing Academic Programs and Services. This resource-rich book will be a helpful guide to the prioritization process and to building buy-in for this effort. Every attendee will also receive free access to a Prioritizing Academic and Administrative Programs 101 recording upon registration. This webcast explores the basic concepts of academic and administrative program prioritization to ensure an institution’s resources are creating the greatest value.

COMPLEMENTARY DIAGNOSTIC

Have you read our white paper Meeting the Challenges of Program Prioritization? Get a national snapshot of prioritization efforts and critical lessons learned to aid you in your own efforts.

WHO SHOULD ATTEND

Given the leadership support required to successfully implement such an effort, we have specially designed this program for teams of institutional executives. Chief financial officer and chief academic officers should consider attending this event as a team. Program prioritization is a data-intense effort and representatives from institutional research will benefit from attending as well. If your institution is early in the process of considering how prioritization can work for your campus, we encourage your institution’s president to attend.

LEARNING OUTCOME

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

CONTACT US FOR MORE INFORMATION

Contact Amit Mrig, Conference Director at Amit@academicimpressions.com or 720-988-1210 if you’d like additional information about the program.

CPE CREDITS

Recommended CPE Credits: 15  
Program Field of Study: Specialized Knowledge and Applications  
Delivery Method: Group-Live  
Prerequisites: None  
Program Level: Basic

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
AGENDA

MONDAY, MARCH 21, 2016

8:00 - 8:30 a.m.  
Registration and Continental Breakfast (included in registration fee)

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 planning 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)
AGENDA

MONDAY, MARCH 21, 2016 (CONTINUED)

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, but 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.

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)
AGENDA

TUESDAY, MARCH 22, 2016

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

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

10:30 - 11:15 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 ten criteria. This invaluable resource will be captured and shared with you following the program.

11:15 a.m. - 12:30 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:

• Scoring and ranking each program
• Legal and accreditation considerations
• Dealing with staff reallocation
• Working within existing governance structures
• Integrating with parallel planning efforts

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

TUESDAY, MARCH 22, 2016 (CONTINUED)

1:30 - 2:30 p.m.
Case Study
In this case study we'll see how one institution successfully completed the process, how they tackled critical issues, and ultimately how they made prioritization work for their campus.

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

2:45 - 3:30 p.m.
Action Planning
In our final sessions, 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.

3:30 - 4:00 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.
### THE CONFERENCE EXPERIENCE

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<tr>
<th>OTHERS</th>
<th>VS</th>
<th>ACADEMIC IMPRESSIONS</th>
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<tr>
<td>Typically large annual event</td>
<td>Intimate, workshop-style event with personalized attention</td>
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<td>Many concurrent sessions; forcing choice</td>
<td>One focused learning track</td>
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<tr>
<td>Uneven sessions and less outcome-focused, driven by an open call for proposals</td>
<td>Needs-driven and meticulously planned with practical outcomes</td>
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<tr>
<td>• Action plans and next steps to use upon returning to campus</td>
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<td>• Carefully-vetted expert instructors that are also practitioners in the field</td>
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<td>Lecture-based</td>
<td>Learner-centric and designed for interaction and collaboration</td>
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<td>Large networking events with vendors</td>
<td>Small-scale opportunity to truly connect with colleagues in the same position at other institutions</td>
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<td>Some slide presentations posted online after the event</td>
<td>200+ page workbooks with references, worksheets, articles, templates, exercises, and planning documents</td>
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96% of past attendees would recommend an AI conference to a colleague

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

15,000+ higher ed professionals served

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**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

March 21 - 22, 2016 :: Denver, Colorado

HOTEL:
Crowne Plaza Denver Downtown
1450 Glenarm Place
Denver, CO 80202

To reserve your room, please call 720.269.3256. 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 March 20 and 21, 2016.

RATE AVAILABLE UNTIL:
Make your reservations prior to March 1, 2016. There are a limited number of rooms available at the conference rate. Please make your reservations early.

ADDITIONAL INFORMATION:
Experience a refreshing urban retreat in the heart of the Mile High City at the Crowne Plaza Denver Downtown. Located in Downtown Denver, the hotel and meeting rooms offer engaging spaces for working and relaxing.

Hotel for Every Adventure
The Crowne Plaza Denver is walking distance from exciting attractions, shopping, restaurants, and sports and entertainment venues. One block from the Colorado Convention Center, the hotel is steps from Denver Art Museum, Denver Pavilions, Downtown Aquarium, Denver Center for the Performing Arts and the hip LoDo district. Play at Elitch Gardens Theme Park, Denver Zoo, Coors Field and the Pepsi Center.

TRANSPORTATION:
Getting to the hotel is easy by plane, light rail, train or bus. The hotel is located only 26 miles from the Denver International Airport (DEN). The hotel is within walking distance of the Denver’s Public Transit that can whisk you to nearby train stations for transfers to local neighborhoods and cities.

When you need transportation to the hotel, we recommend these companies:
• D&D Transportation: 303-960-9229
• Super Shuttle: 800-258-3826
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**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.

As part of your registration, you will also receive:

- A complimentary online training to give you and your team a primer on program prioritization
- Prioritizing Academic Programs and Services, a book by Bob Dickeson

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<th>BEST VALUE</th>
<th>CONFERENCE</th>
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<tr>
<td>Conference + Digital Book - How to Engage Faculty in Academic Program Prioritization</td>
<td>Conference Only</td>
<td>Get $100 OFF with your AI Pro Membership</td>
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**EARLY BIRD PRICING**

Postmarked on or before March 4, 2016. For registrations postmarked after March 4, 2016, an additional $100 fee per registrant applies.

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**REGISTER ONLINE** or on the next page.
CONFERENCE REGISTRATION INFORMATION

Print Name | Job Title
---|---

Institution/Organization

What name do you prefer on your name badge? | Address
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City | State/Province | Zip/Postal Code | Country
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Telephone | Email
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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
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Additional Contact Email | Additional Contact Title
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EMERGENCY CONTACT INFORMATION

Emergency Contact Name | Emergency Contact Phone
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CONFERENCE PRIORITIZING ACADEMIC AND ADMINISTRATIVE PROGRAMS
March 21 - 22, 2016 :: Denver, CO

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

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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.