



CONFERENCE

STRATEGIES FOR DEVELOPING NEW ACADEMIC PROGRAMS

January 22 - 24, 2018

Denver, CO





Learn how to conduct internal and external analysis before establishing new academic programs at your institution.

OVERVIEW

Learn the art and science of growing your academic programs in a way that maximizes your institution's chance of success. You will walk through a set of criteria to consider when deciding whether or not to move forward with a new academic program or initiative. You will leave this event better able to assess a potential new academic program's:

- Fit with your institutional mission and goals
- Operational feasibility given your capacity and resources
- Prospective student enrollment
- Internal support to get it up and running
- Profitability and impact resulting from failure

BRING YOUR ACADEMIC PLANNING TEAM

Developing a new degree program or curricula involves many stakeholders. Because of this, we encourage you to bring your program planning team that consists of: provosts, deans, department chairs, operational/resource management administrators, registrars, and institutional researchers. Whether you are planning to develop a new online, blended/hybrid, or face-to-face program, this conference will help you to effectively plan a program. When you register two people from your institution, a third can attend for 50% off!

LEARNING OUTCOME

After participating in this conference, you will be prepared to develop strategies for establishing new academic programs at your institution.

CONTACT US FOR MORE INFORMATION

Contact Tunde Brimah, Director of Program Development at Tunde@academicimpressions.com or 720-988-1220 if you'd like additional information about the program.

[VISIT EVENT PAGE](#)

www.academicimpressions.com/conference/strategies-developing-new-academic-programs-january-2018



AGENDA

DAY ONE: MONDAY, JANUARY 22, 2018

12:30 - 1:00 p.m.

Registration

1:00 - 1:15 p.m.

Welcome and Introductions

1:15 - 2:15 p.m.

Setting the Stage for Change in New Academic Program Development

What are the current trends and disruptive forces that are impacting higher education today? What forces are particularly impactful for your campus? How might your current context and challenges inform your academic program mix and the decisions you make about new programs?

2:15 - 3:00 p.m.

Creating an Appetite for Innovation on Your Campus

Innovation is not easy within any context. Traditional modes of operation and decision-making create real barriers. In this session, you will learn some effective strategies for creating an innovative supportive campus environment. Specifically, our expert presenter will address:

- Creating an urgency for innovation and change
- Overcoming barriers that often get in the way of effective change efforts
- Looking outward for innovative inspiration and best practices

3:00 - 3:30 p.m.

Working Session - Identifying Your Key Barriers to Change

You will have an opportunity to apply what you have learned as you work with others to identify your key barriers to change on your campus. What factors will get in the way or impede your ability to bring new academic programs forward?

3:30 - 3:45 p.m.

Break

3:45 - 5:00 p.m.

Market Research - Identifying Opportunities or New Academic Programs

Inspiration for new academic programs is readily available—if you know where to look. Your presenter will address:

- Utilizing primary and secondary market research to identify potential program demand
- Key market research resources that every provost and academic administrator should have at their fingertips
- Strategies for assessing the need and existing competition for new academic program possibilities

5:00 - 6:00 p.m.

Networking Reception (included in registration fee)



AGENDA

DAY TWO: TUESDAY, JANUARY 23, 2018

8:00 - 8:30 a.m.

Continental Breakfast (included in registration fee)

8:30 - 9:45 a.m.

Key Workforce Trends and Implications for Academic Program Planning

Your presenter will review the most critical national and international workforce trends and the potential impact for higher education. Specific questions to be addressed:

- What are the demographics of today's college student?
- What will the world of work look like in 2025?
- What are the fastest growing occupations and what educational demand does this create?
- Which occupations are in decline?
- What are new educational delivery models that might be considered in response to these trends?
- What does all this mean for higher education?

9:45 - 10:45 a.m.

Working Session: Assessing Your Current Academic Program Portfolio

You will have the opportunity to work together to brainstorm a list of external threats and opportunities. This process should be integrated later on campus by completing a formal environmental scan and then integrating these findings with the preliminary list of external threats and opportunities.

10:45 - 11:00 a.m.

Break

11:00 a.m. - 12:30 p.m.

The Art and Science of New Academic Program Development

Following on this presenter's previous sessions, you will be introduced to a process for developing, vetting, and operationalizing new academic programs. Time for Q&A will be included. Specific topics to be addressed include:

- Essential elements and considerations for developing new academic programs
- Important factors to consider in assessing risk and opportunity with new program possibilities
- Principles for operationalizing new programs
- Considerations for scaling and managing capacity

12:30 - 1:45 p.m.

Lunch (included in registration)

1:45 - 3:00 p.m.

Accreditation/Re-Accreditation and State Authorization

Seeking accreditation and/or re-accreditation of academic programs can be challenging. In this session, you will develop a working list of issues that need to be addressed regarding accreditation and changes to your campus mission. What is the current regulatory landscape that you must consider in planning your new programs? For example, if your campus is a traditional four-year college and you want to consider adding a non-traditional academic program or online learning, how will this alter the institution's stated mission, and what accreditation and/or state authorizations will be necessary? We will explore possible changes to your institution's mission statement and changes to your accreditation to accommodate proposed new programs.



AGENDA

DAY TWO: TUESDAY, JANUARY 23, 2018 (CONTINUED)

3:00 - 3:15 p.m.

Break

3:15 - 4:30 p.m.

Infrastructure and Resource Planning to Support New Academic Programs

Bringing on new academic programs requires thinking through a host of infrastructure and resource issues. Where will the resources come from to fund these changes? How will your new programs affect space utilization and technological requirements? Did market research indicate a sufficient market to produce the needed revenue? Can the staffing changes be phased in, or are they necessary up front to operate the proposed new academic program? Have you considered the following questions:

- Faculty needed to support a new academic program?
- Faculty reductions for program cuts or elimination?
- Staff needed to move into a new strategic direction?
- Budgeting for human capital to accomplish strategic change?
- Classrooms and technology capacity?
- Adequate parking?
- Is there a need for a current facilities utilization analysis?
- Determining the need for new facilities?

4:30 - 5:00 p.m.

Working Session: Developing Feasibility Plan

You will continue the work you started in the previous working session and begin developing a feasibility plan for one program idea for your campus. You will have opportunity to review issues covered by presenters as they may impact the potential for success for your program.

DAY THREE: WEDNESDAY, JANUARY 24, 2018

8:30 - 9:00 a.m.

Continental Breakfast (included in registration)

9:00 - 10:30 a.m.

Market Positioning and Branding

Even the best designed new program can fail if the marketing and branding for the program is not well thought out and effectively executed. In this session, the presenter will discuss what it takes to successfully market a new program and to sustain one's market position over time. The presenter will address:

- Building a comprehensive new program marketing plan
- Budgeting for marketing and recruitment efforts
- Staffing options for program recruitment and marketing
- Assessing the effectiveness of your marketing efforts
- Using market research to determine program viability
- Measuring demand for your new academic program



AGENDA

DAY THREE: WEDNESDAY, JANUARY 24, 2018 (CONTINUED)

10:30 - 10:45 a.m.

Break

10:45 - 11:45 a.m.

Financial Budgeting and Modeling

New programs that are not integrated into the campus' five-year budgeting process and properly resourced will likely flounder or never get off the ground. Tough decisions are often required to trim funding of less profitable academic programs to be able to expand programs that will improve the institution's bottom line. This final session will focus on:

- Tying your strategic planning and new program development to a five-year budget
- Directly linking planning process and budget
- Identifying program reductions and program growth opportunities to keep the budget in balance

11:45 a.m. - 12:00 p.m.

Wrap-Up and Q&A



INSTRUCTORS

Bob Atkins, CEO and Founder, Gray Associates

Bob led Gray's entry into the education industry and the development of Gray's proprietary industry databases and service offerings. He has worked with all of Gray's education clients, consulting Presidents, CEOs, and CMOs on business strategy, pricing, location selection, and program strategy. He is an expert in business strategy, marketing, sales and high-tech distribution channels. He has helped AT&T, Avaya, American Express, Dex Media, Qwest Communications, HP, IBM, and other clients to develop growth strategies, enter new markets, and build their sales and channel organizations. He has also led efforts that have eliminated tens of millions of dollars in cost, particularly in sales and channel management. He is a published author, whose articles have appeared in the Wall Street Journal, Sales and Marketing Management, and other publications around the world. He received an MBA, with honors, from Harvard Business School and a BA, magna cum laude, from Harvard College.

DeWayne Frazier, Vice President for Academic Affairs, Iowa Wesleyan University

DeWayne currently serves as the Vice President for Academic Affairs and Dean of the College at Iowa Wesleyan University. Dr. Frazier's portfolio includes the Adult and Graduate Programs, library services, academic support, international education, Registrar Office, Office of Student Development, career services, community service office, campus ministries and the university academic divisions (Business, Education, Humanities, Nursing, and Sciences). Dr. Frazier serves on the President's Cabinet and is also a full professor in the Division of Business.

Prior to coming to Iowa Wesleyan, Dr. Frazier was the associate vice president for academic affairs and dean of the Graduate School at Campbellsville University in Kentucky, where he oversaw 17 different graduate programs in various disciplines. Prior to his work at Iowa Wesleyan, Dr. Frazier served as the Senior Vice President for International Programs at Upper Iowa University (UIU). There, Dr. Frazier oversaw campus internationalization efforts, including the implementation of an international student recruitment plan and the growth of UIU's academic extension centers abroad.

J. Joseph Hoey, Associate Provost, National University

Joseph brings over 26 years of experience in accreditation, institutional effectiveness, planning, board governance, and assessment. A native of San Diego, Joseph has participated in accreditation site visits for multiple regional and international accreditors, guided research universities and focused colleges to successful reaffirmation, and consulted with 30 domestic and international institutions on accreditation and effectiveness. His published research encompasses engineering and graduate program assessment, academic program review, engaging faculty and building trust in assessment, alumni and employer feedback, validating student engagement research, transfer, and online program evaluation. He is co-author, with Jill Ferguson and David Chase, of *Assessment at Creative Institutions: Quantifying and Qualifying the Aesthetic* (Common Ground, 2014), and *Reframing Quality Assurance in Creative Disciplines: Evidence from Practice* (Common Ground, 2015). Dr. Hoey holds an Ed.D. from NC State University, a Master of Music from Florida State University, and a BA in Music from UC San Diego.



INSTRUCTORS

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

Melissa Morriss-Olson currently serves as provost at Bay Path University, a 3,300 student women-focused institution located in Longmeadow, Massachusetts. As provost, she serves as the institution's chief academic officer and also oversees admissions, enrollment marketing and analytics, student life and athletics, institutional research and all academic research and support functions.

Throughout her thirty-plus year career, Dr. Morriss-Olson has gained a reputation as a creative academic entrepreneur. While at Bay Path, 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 more than twenty new graduate degree programs, resulting in a significant increase in student enrollment.

Dr. Morriss-Olson is a nationally recognized higher education thought leader, speaking and writing often on topics such as higher education innovation, disruption and leadership. Her blog can be found here: [The Accidental Provost](#) or you can follow her on Twitter [@BayPathProvost](#).

Chris Nicholson, Assistant Dean of Enrollment, Marketing, and Partnerships, University College at University of Denver

Chris has over 20 years of experience in higher education enrollment management, marketing, and academic administration. He is currently chief enrollment and marketing officer for University College at the University of Denver, which offers over 50 degrees and certificates and comprehensive non-credit programming to over 2,000 students. Chris currently chairs the Marketing, Enrollment, and Student Services network for the University Professional and Continuing Education Association (UPCEA), and also serves as an associate consultant for Ruffalo Noel Levitz, where he was one of 11 higher education leaders chosen to launch the firm's adult, online, and graduate practice, and consults on strategic enrollment management, marketing, new program development, and program review and assessment. Chris has taught graduate online and face-to-face courses in marketing and higher education administration for over 15 years, and lectures and presents at conferences around the world on a range of topics, including enrollment management and marketing, higher education policy, and study abroad. He possesses a bachelor's degree and MBA from North Park University, and a Ph.D. in Higher Education from Loyola University Chicago.



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 recommend 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 22 - 24, 2018 :: Denver, CO

HOTEL:

Magnolia Hotel Denver
818 17th Street
Denver, CO 80202

To reserve your room, please call 303-607-9000. 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.

ROOM BLOCK DATES:

A room block has been reserved for the nights of January 21, 22, and 23, 2018.

RATE AVAILABLE UNTIL:

Make your reservations prior to January 5, 2016. 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:

Comfortable and inviting, the hotel is close to everywhere you want to be, including Coors Field, Mile High Stadium and the Pepsi Center, as well as many local attractions and other event venues.

TRANSPORTATION:

Super Shuttle provides transportation from the airport for \$25 per person one way. To make arrangements with Super Shuttle, call 1-800-258-3826.

Uber / Lyft: Fare is approximately \$40 one-way. Rates will vary.



PLEASE FAX ALL REGISTRATION PAGES TO: 303.221.2259

PRICING (CIRCLE ONE)

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

Bring your team!

For every two people you register from your institution, receive a third registration at 50% off of the registration price.

CONFERENCE	WITH AI PRO MEMBERSHIP
Strategies for Developing New Academic Programs	Get \$100 OFF With Qualifying AI Pro Memberships
	Learn More
\$1,295	\$100 OFF

EARLY BIRD PRICING

Postmarked on or before January 5, 2018. For registrations postmarked after January 5, 2018, 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.