

PREPARING FOR THE FUTURE: INSTITUTIONAL MERGERS AND STRATEGIC ALLIANCES IN HIGHER EDUCATION

April 1 - 2, 2019 | Boston, MA



S P O N S O R

AGB | INSTITUTIONAL
STRATEGIES

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Set your institution up for future success. Learn how to navigate the complex world of mergers, partnerships, and strategic alliances.

OVERVIEW

Mergers, partnerships, and other institutional combinations will be a reality for a large number of colleges and universities as the landscape of higher education changes and becomes more competitive than ever. However, successful mergers cannot only be about survival or fixing bad economics; the resulting institution has to be stronger as a result of the combination.

Unfortunately, the benefits of scale and competitiveness do not come easily or without risk. Key considerations have to be understood when evaluating, negotiating, and implementing a strategic alliance or merger. Further, it's too late to prepare once a merger or alliance is being pursued; leaders need to be proactive and understand the landscape so that they can be either opportunistic or strategically positioned to create the best possible outcome for their institution.

PROGRAM CONTENT

Our panel of expert leaders and published authors on the subject have all experienced mergers, acquisitions, and consolidations. They will share real strategies and processes to ensure you have the ingredients to be successful. Join us for this practical and interactive learning experience to learn how to:

- Identify key areas for partnership
- Create a strategy for early conversations
- Navigate deal features and understand what it takes to be successful
- Gain board approval and overcome regulatory obstacles
- Ask the right questions and identify potential risks and threats

There will be ample opportunity for interaction, dialogue, and collegial exchange between peers who want to be more proactive about the future.

WHO SHOULD ATTEND

This learning experience will benefit those seeking resources to support the health of their institution, including:

- Senior university and college leaders
- Senior academic, financial, and executive professionals, such as:
 - Presidents
 - Provosts
 - CFOs
 - Executive Board Members

If your organization is interested in sponsoring this event, please contact **Grace Royal** at grace@academicimpressions.com.

AGENDA

Day 1 | April 1, 2019

The Landscape

Registration

12:00 – 12:30 p.m.

Opening Remarks and Introductions: Identifying Areas for Partnerships

12:30 – 1:00 p.m.

Through a lively discussion and guidance from our instructors, you will learn the key areas for partnership opportunities and set the stage to build on your institution's strengths for the future.

How Institutions Enhanced Their Mission Through Strategic, Academic Mergers and Partnerships Featuring Public, Private, and For-Profit Alliances

1:00 – 2:00 p.m.

This opening session will set the stage through a deep dive into key areas of the higher ed landscape that is changing, key trends in higher ed partnerships, and how to prepare for these changes.

Break

2:30 – 2:45 p.m.

Lessons Learned from “Almost” Mergers

2:45 – 3:45 p.m.

Institutions embark on mergers and joint ventures with a great deal of good will. As things progress, there are times when due diligence sheds light on areas for concern. We will examine a potential merger that did not come to fruition and discuss what strategies to consider to support your deal from start to finish.

Peer Group Discussion: Connections to Your Campus

3:45 – 4:15 p.m.

This discussion cycle will be framed by our facilitators to provide you an opportunity to share how your campus is preparing for the future of higher ed and to share your reactions to the previous sessions.

Day 1 Wrap-Up and Final Q&A

4:15 – 4:30 p.m.

Networking Reception (included in registration fee)

4:30 – 5:30 p.m.

AGENDA

Day 2 | April 2, 2019

Models and Examples

Continental Breakfast (included in registration fee)

8:30 – 9:00 a.m.

Day 1 Recap and Kickoff for Day 2

9:00 – 9:15 a.m.

Public Institution Acquisition of a Private Institution: University of Illinois and John Marshall Law School

9:15 – 9:45 a.m.

Susan Poser, Provost and Vice Chancellor for Academic Affairs, will highlight how an R1 institution took an intentional approach to acquire a private law school in order to stay competitive. Learn the process from approval to accreditation, and learn how their strategic approach built trust and ultimately won board approval.

Public Institution Merger with Another Public Institution: Lessons Learned from State System Level Consolidation

9:45 – 10:15 a.m.

The recent statutory reorganization in the University System of Georgia highlights some of the key trends in higher education. From this, we can draw many lessons on how to gain buy-in and find the common pathway for alignment and working towards the future. You will learn the key features as well as what you need to consider given the size and scale of your institution.

Break

10:15 – 10:30 a.m.

Asset Transfer: Private University Acquisition of a For-Profit Institution: National Louis University and Kendall College

10:30 – 11:00 a.m.

President Nivine Megahed, of National Louis University will share on the acquisition of Kendall college (a for-profit Laureate Education college). Through acquiring Kendall College, they were able to add three new programs including hospitality, early online childhood, and culinary. Nivine will highlight the opportunistic mindset that drove at faster than normal speed transaction (taking less than one year). Since the acquisition, they are more aware of the day to day realities. This case study may also help dispel myths about what happens after integration.

Form Mentor Groups

11:00 a.m. – 12:00 p.m.

During this time, we will divide into cohorts to support the afternoon's small group discussions with our speakers. You will meet your mentor group and we'll set up the rotation times for the afternoon following lunch.

Lunch (included in registration fee)

12:00 – 1:00 p.m.

AGENDA

Day 2 (CONTINUED)

Lessons Learned

Mentored Group Discussions (this includes short breaks to change groups)

1:00 – 2:30 p.m.

We will break into smaller groups for several rounds of discussion, so you can share an informal space to probe further into the case studies and get your questions answered. Our experts will be open to frank conversations about their experiences.

Break

2:30 – 2:45 p.m.

Panel Discussion: Key Process Considerations for Strategic Partnerships

2:45 – 3:15 p.m.

Following the mentor group discussions, our panelists will support the group in further distilling the key process considerations for your specific challenges. Themes may include:

- Strategies during the due diligence process
- How and when to involve key players
- Gaining support from the campus and community
- How to gracefully exit a deal
- Transparent communication, internally, and externally
- How changes in leadership could potentially impact a deal

Working Session: Planning your Approach for Actively Seeking Potential Alliances that Complement Your Strengths

3:15 – 3:45 p.m.

You will be guided through a series of discussions and planning exercises to map out strategies for better defining your profile and becoming more active in finding potential partners and identifying future opportunities.

Final Wrap-Up

3:45 – 4:00 p.m.

INSTRUCTORS

Dr. Ricardo Azziz

**Chief Officer, Academic Health & Hospital Affairs, State University of New York (SUNY) System Administration;
Principal, Azziz & Associates Consulting**

Dr. Azziz is a recognized leader in higher education. With over 20 years of leadership experience, he currently serves as Chief Officer of Academic Health and Hospital Affairs, SUNY System Administration. In this role, he provides support, oversight, and advocacy for the academic health portfolio of SUNY, the largest comprehensive university system in the nation.

Dr. Azziz oversaw the merger that resulted in Georgia Regents University (now Augusta University), serving as founding president. Prior, he served as president of Georgia Health Sciences University, leading the creation of the state's only public academic health system. Throughout his career, Dr. Azziz has been actively engaged in ensuring institutions and individuals reach their greatest potential, focused on the development of operational efficiencies, the use of data and enhanced metrics, the development of in-house leadership and faculty talent, innovative approaches to improving student success, and enhancing a climate of diversity & inclusivity on campus, among others. He is co-author of the upcoming book *"Mergers in Higher Education: Pursuing Sustainability, Breadth, and Excellence through Scale"* (Johns Hopkins Press, 2019).

Jim Hundreiser

Associate Managing Principal, AGB

Dr. Jim Hundreiser is the associate managing principal of AGB Institutional Strategies. His consulting practice includes supporting institutions with strategic decision making around their academic portfolio through cost/benefit analysis. Over his 30-year career in higher education, Jim has served in a variety of roles from an institutional vice president, to consultant, to faculty member, to residence hall director. Prior to joining AGB Institutional Strategies, Jim led the reengineering efforts of Plymouth State University's undergraduate admissions department, which resulted in two straight years of record first-year enrollment with more college ready students. As vice president of student development at Lynn University, he led an effort that increased first to second-year retention rates by 8 percent in two years. Jim also served in a senior role consulting for Noel-Levitz as their Vice President for Strategic Enrollment Management. There he worked with more than 50 campuses to create strategic enrollment plans, comprehensive retention strategies, and campus workshops on improving the quality of student life and learning. He holds a BS from Northern Michigan University, an MEd from Plymouth State University, and a PhD in leadership and education from Barry University (FL).

Dr. Nivine Megahed, Ph.D.

President, National Louis University

Dr. Megahed began her academic career as a faculty member at the Georgia School of Professional Psychology. She went on to lead as campus dean at the American School of Professional Psychology in Hawaii and has been president at multiple institutions, including the University of Sarasota and Kendall College in Chicago. She has worked as a psychologist in private practice and as an educational and programmatic consultant for universities around the world. In addition, Dr. Megahed has overseen multiple colleges and universities for Kaplan Higher Education and other organizations where she provided leadership in the development of new programs and operational and educational quality, combining academic expertise, and business acumen in the service of student success.

Dr. Megahed serves on multiple boards including the Academy of Urban School Leadership, Partnership for College Completion, New York Kids Club, and New Coast Foundation. She is also a member of The Chicago Network, The Economic Club of Chicago, and The Commercial Club. She earned her B.A. in Psychology, summa cum laude and Phi Beta Kappa, from the State University of New York at Buffalo and her M.A. and Ph.D. in Clinical Psychology from the University of Rochester.

INSTRUCTORS

Dr. Susan Poser

Provost and Vice Chancellor for Academic Affairs, University of Illinois at Chicago (UIC)

Susan Poser is responsible for UIC's academic enterprise, including the planning, implementation, and assessment of academic programs. Since joining UIC, Dr. Poser has initiated many programs for faculty and students. Under her leadership, UIC contracted with Shorelight International to increase recruitment of international students, acquired the John Marshall Law School, and implemented a new class scheduling grid across the university in order to better utilize classrooms and increase scheduling choices for students.

Dr. Poser received her bachelor's degree with honors in Ancient Greek and Political Science from Swarthmore College, and both her J.D. (Order of the Coif) and Ph.D. in Jurisprudence and Social Policy from the University of California, Berkeley. After law school, Dr. Poser served as a law clerk to Chief Judge Dolores K. Sloviter of the United States Court of Appeals for the Third Circuit in Philadelphia, after which she practiced law and was the Zicklin Fellow in Ethics at the Wharton School at the University of Pennsylvania.

Dr. Poser's academic career prior to the UIC was at the University of Nebraska, first as a member of the law faculty and director of the Robert J. Kutak Center for the Teaching and Study of Applied Ethics, then as Associate to the Chancellor, and finally as Dean of the College of Law for six years. She has served as a member of the board of several non-profits and in volunteer leadership positions at the American Bar Association Section on Legal Education and the Association of American Law Schools.

Dr. James E. Samels

President, The Education Alliance & The Samels Group

Dr. Samels is the Founder and Chief Executive Officer of The Education Alliance and The Samels Group, a full service higher education consulting firm. He is also the founding partner of Samels Associates, a law firm serving independent and public colleges, universities, foundations, non-profit, and for-profit higher education organizations.

Dr. Samels has served on the faculties of the University of Massachusetts and Bentley College, and as a guest lecturer at Boston University and Harvard University. He holds a bachelor's degree in Political Science, a master's degree in Public Administration, a Juris Doctorate, and a doctoral degree in Education.

His publications include scholarly works appearing in such journals as the Chronicle of Higher Education, The Christian Science Monitor, The London Guardian, and The Boston Globe, among many others. He is the co-author of Merging Colleges for Mutual Growth (Johns Hopkins), and First Among Equals: The Role of the Chief Academic Officer (Johns Hopkins). Dr. Samels has consulted on projects and presented research papers at academic institutions and ministries of education around the world.

LOCATION

April 1 - 2, 2019 | Boston, MA

Hotel:

Hyatt Regency Boston Harbor
101 Harborside Dr
Boston, MA 02128
617.568.1234

Room rate:

\$199 + tax

Room block dates:

The nights of March 31 and April 1, 2019 .

Room block cutoff date:

March 11, 2019.

Reserve Your Room: Please call 617.568.1234 and indicate that you are with the Academic Impressions group to receive the group rate. Please book early - rooms are limited and subject to availability.

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