

NAVIGATING CHANGE AND COMPLEXITY IN HIGHER EDUCATION

July 22 - 24, 2019 | Philadelphia, PA



Learn how to lead change through collaborative, task-focused, strategic meetings.

OVERVIEW

Change—and how to lead people through it—is one of the most important yet difficult tasks that higher ed leaders face today.

Join us in Baltimore for a one-of-a-kind program that will equip you with the skill set and mindset you need to lead your team through change in a confident and collaborative manner. Through a mixture of case studies, simulations, and group discussions, you will receive a variety of practical tools you can apply to your own change effort to help you:

- Establish a shared vision
- Gather input from stakeholders at multiple levels
- Gain buy-in
- Turn fear of the unknown into excitement for the future

UNIQUE TO HIGHER EDUCATION

Leading change in any setting is difficult—even more so in a university setting that is tradition-bound and unaccustomed to moving quickly. That's what makes this program so unique; every tool and strategy we share has been proven to work in higher education.

This training is highly experiential; you'll spend your three days with us doing hands-on activities, engaging in discussion, and applying what you learn to your own work. You'll walk away with a practical workbook loaded with tools and strategies to support you once back on campus, as well as a complimentary copy of Dr. Patrick Sanaghan's book *Collaborative Leadership in Action*.

To help preserve the practical and interactive environment, attendance for this program is capped at 30 participants. You will receive personalized attention to ensure you can move your unique effort forward.

WHO SHOULD ATTEND

This program has been specially designed for mid-level to senior leaders who are managing large-scale change efforts. Past participants who have benefitted from this program have been engaged in change efforts such as:

- Leading strategic planning processes
- Managing growth or culture change within a division
- Degree program redesigns
- Regional accreditation processes

Internal staff focused on organizational development will also benefit.

AGENDA

Day 1

Registration and Continental Breakfast (included in registration fee)

8:00 – 8:30 a.m.

Introductions and Program Overview

8:30 – 9:30 a.m.

Framework: Thinking Styles Inventory

9:30 – 10:45 a.m.

Anytime you bring together groups of people, you will have multiple perspective and working styles. We'll use the Hermann Brain Dominance Inventory as a lens for looking at engagement and creating the conditions for collaboration.

Conceptual Framework: 3 Questions

Why do some people readily engage in change efforts and others hold back? We'll introduce you to the three questions people ask themselves as they decide whether or not to invest themselves in a group. These also serve as a lens for creating the conditions of participation and commitment.

Break

10:45 – 11:00 a.m.

An Appreciative Inquiry into Collaborative Leadership

11:00 a.m. – 12:00 p.m.

We often approach change efforts from a deficit mentality, trying to fix what's wrong or not working. In this session, we'll introduce appreciative inquiry, a strength based approach to planning and innovating as a more productive means of engaging stakeholders and moving change efforts forward.

Lunch (included in the registration fee)

12:00 – 1:00 p.m.

Case Example/Study: School of Public Health

1:00 – 2:15 p.m.

This case will demonstrate how the faculty in a school of public health was meaningfully engaged in the redesign of their Masters in Public Health degree.

Break

2:15 – 2:30 p.m.

Case Study: Community College

2:30 – 3:15 p.m.

In our second case, we'll explore an example of a large and decentralized community college that had two campuses and was coming together under a single governing structure for the first time. Using the techniques presented in this program, they gathered more than 200 faculty and campus leaders to identify the big issues and compelling themes that would guide their new strategic plan.

AGENDA

Day 1 (CONTINUED)

Understanding The Flow Model

3:15 – 3:45 p.m.

Collaborative meetings can accelerate your strategic change initiatives. We'll introduce the underlying structure of a good, collaborative/participatory meeting. We'll use the work we've done together to illustrate the Flow Model and how its use helps you people engaged and committed to the discussion.

Action Learning: Reflection and Debriefing

3:45 – 4:30 p.m.

This is an opportunity to “go to the balcony” and shift from active participant to reflective observer and do sensemaking of the material presented. This will be an opportunity to consider implications and discuss emerging questions.

Homework: Scan the design book and see what catches your attention/piques your interest. Be prepared to discuss this on Day 2.

Networking Reception (included in registration fee)

4:30 – 5:30 p.m.

Day 2

Continental Breakfast (included in the registration fee)

8:00 – 8:30 a.m.

Designing Change: Expanding Your Toolkit

8:30 – 9:00 a.m.

We'll explore additional methods by which you can engage stakeholders across silos and across the campus to move a change process forward.

Collaborating Across Boundaries

9:00 – 11:00 a.m.

While silos serve a functional purpose, they reinforce fragmented or partial views of the whole. We'll walk through multiple ways to create a holistic view of the institution and use it to establish relevance and generate momentum towards the new initiative.

Designing Change: Practice Session

11:00 a.m. – 12:00 p.m.

As a way of applying the concepts and tools, small groups will be given a design challenge. This will highlight both the structure and flexibility in designing a collaborative meeting or process.

Lunch (included in registration fee)

12:00 – 1:00 p.m.

Design Practice (continued)

1:00 – 2:00 p.m.

AGENDA

Day 2 (CONTINUED)

Case Example: Reinvigorating the Strategic Plan

2:00 – 2:30 p.m.

This case focuses on the use of a one-day faculty/staff retreat to refocus and re-energize a strategic plan.

Break

2:30 – 2:45 p.m.

Mini Case Example: Input to Committees

2:45 – 3:15 p.m.

We often divide up a strategic effort by forming committees or task forces to take on different pieces of the whole. These groups do their work and then have the challenge of selling (or getting buy in) to their recommendations from others. In this mini case study, we'll explore how we flipped this dynamic.

Design Your Next Meeting

3:15 – 4:15 p.m.

We'll provide templates to help you scope out a real situation where convening and engaging campus stakeholders would be critical to moving a strategic effort forward.

Day 2 Wrap-Up and Homework

4:15 – 4:30 p.m.

Day 3

Continental Breakfast (included in the registration fee)

8:00 – 8:30 a.m.

Day 2 Reflection and Q&A

8:30 – 9:30 a.m.

Designing Change: Expanding Your Toolkit

9:30 – 10:15 a.m.

We'll explore additional methods by which you can convene large groups to gather data, synthesize information, and make recommendations to move a change process forward.

Break

10:15 – 10:30 a.m.

Designing Your Change Process and Receiving Feedback

10:30 a.m. – 12:00 p.m.

Time to translate the tools into a useable, meaningful back-home application is an essential part of the learning process. We'll designate time in the session for individuals (or teams) to draft a collaborative design and get feedback from small consulting groups. This is an opportunity for individual integration and for learning from and supporting the efforts of others.

AGENDA

Day 3 (CONTINUED)

Lunch (included in the registration fee)

12:00 – 1:00 p.m.

Guided Journaling and Action Planning

1:00 – 2:15 p.m.

Alone and with a thought partner, you will identify specific steps that you can take when you return to your campus.

Break

2:15 – 2:30 p.m.

Distilling the Most Important Lessons

2:30 – 3:30 p.m.

We'll reflect on the last three days and distill the most important lessons and takeaways about working with larger groups to tackle your institution's most difficult challenges.

Program Wrap-Up and Final Q&A

3:30 – 4:00 p.m.

INSTRUCTORS

Nancy Aronson

Clinical Assistant Professor, Philadelphia College of Osteopathic Medicine

Nancy has been bringing practical, collaborative methods to organizations and communities facing complex issues since 1980. Nancy has extensive experience in designing and facilitating large group, task-focused, strategic meetings. She has applied this expertise to cases related to strategic planning, organization redesign, critical cross-boundary meetings, and leadership development.

Nancy is clinical assistant professor in the Organization Development Leadership Program at Philadelphia College of Osteopathic Medicine where she teaches courses on Appreciative Inquiry, Systems Literacy and Leader as Meeting Designer and Facilitator. She designed and facilitates a multi-day Leadership Institute for Friends Services for the Aging and the Penn Foundation.

Nancy received her PhD in Applied Learning Theory from Temple University.

Patrick Sanaghan

President, The Sanaghan Group

Dr. Sanaghan serves as the head of The Sanaghan Group, an organizational firm specializing in leadership development, executive coaching, strategic planning, and leadership transitions. Pat has worked with over 200 campuses and hundreds of organizations in the last twenty-five years. He has taught leadership to thousands of leaders in higher education, and helped over one hundred campuses conduct collaborative, transparent strategic planning processes. He is the co-author/author of six books, numerous articles, and several monographs in the fields of strategic planning, leadership, and change management. His most recent books include: *Collaborative Leadership in Action* and *How to Actually Build an Exceptional Team*. Dr. Sanaghan also serves as a board member of the College of Saint Benedict in St. Joseph, MN.

ACADEMIC IMPRESSIONS STAFF

Amit Mrig

President, Academic Impressions

Amit co-founded Academic Impressions in 2002 to provide research, publishing, and training on issues that directly impact the sustainability of higher education. Under his direction, AI has published hundreds of articles and papers, interactive training programs, and topical and timely webcasts, serving over 50,000 academic and administrative leaders across 3,500 colleges and universities.

Amit leads and manages AI's research, programming, and publications on higher ed leadership development. Many of AI's research and thought leadership papers have been authored by Amit, including *The Future of Higher Education* (2018), *The Skills Higher Ed Leaders Need to Succeed* (2017), *Shifting from a Scarcity Mindset to an Opportunity Mindset* (2017), and *The Other Higher Ed Bubble* (2013).

Amit has consulted with dozens of higher ed leaders, cabinet members, and board members—discussing current challenges and practical solutions while helping to identify which issues they can address to best impact change at their institution. He also leads our Presidential Dialogues series, discussing higher ed strategy and leadership with college and university presidents. Amit is a frequent contributor to Forbes, discussing issues in higher education. He also serves as an active board member of *The Challenge Foundation*, an organization helping low-income students successfully earn a college degree.

Amit frequently speaks at cabinet and board meetings, retreats, workshops, and conferences on trends and innovations in higher ed, leadership development, and capacity building. He is also a certified Gallup Strengths coach.

LOCATION

July 22 - 24, 2019 | Philadelphia, PA

Hotel:

Philadelphia 201 Hotel
201 North 17th Street
Philadelphia, PA 19103
215-448-2000

Room rate:

\$179 + tax

Room block dates:

The nights of July 21, 22 and 23, 2019.

Room block cutoff date:

June 21

Reserve Your Room: Please call 215-448-2000 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.

The Academic Impressions Experience



Intimate, workshop-style trainings with personalized attention



Trainings are practical and action oriented so you can hit the ground running



Carefully-vetted expert instructors who are also practitioners in the field



Learner-centric and designed for interaction and collaboration



Highly recommended:
9 out of 10 participants recommend our trainings to colleagues