

USING DECENTRALIZED BUDGET PRINCIPLES TO ENHANCE OPERATIONAL EFFECTIVENESS

December 4 - 5, 2019 | San Antonio, TX



Find the right decentralized budget model for your institution and learn critical considerations for implementation.

OVERVIEW

Institutions across the country are exploring areas of potential growth to enhance sustainable revenue streams. A decentralized budget model can remove the historical layers of incremental budgeting, allowing institutions to shed behaviors that are no longer productive and instead focus on what's important.

Join us for this program to walk through many of the decisions you and your institution need to consider when adopting decentralized budget principles. Thanks to expert-led presentations, group discussions, and hands-on working sessions, you will leave this event better prepared to determine what your institution's unique budget model should look like and how you can approach model development and implementation collaboratively. We will cover the following topics:

- Building a budget model based upon your specific institutional needs
- Making critical allocation decisions around expenses and revenues
- Selecting a process to foster greater transparency and engagement
- Engaging campus leaders to understand and manage their new budgetary responsibilities

Throughout the program, there will be opportunities for individualized and small-group consulting with our expert speakers. Adopting decentralized budget principles takes a substantial amount time and thoughtful planning; we will help you better understand the principles and the full process from model design and development through implementation and scheduled revisions.

POST-CONFERENCE WORKSHOP: A BUDGETING TOOL FOR IMPROVED ACADEMIC RESOURCE MANAGEMENT | DECEMBER 5, 2019

This workshop provides you an analytical tool to balance your institution's qualitative mission-based values with hard quantitative data on cost, margin, etc. to shift budgeting conversations to a more objective and evidence-based viewpoint.

Topics will include:

- Setting market and financial metrics that matter to your institution
- Determining significance and weights on university priorities
- Combining the data to determine the optimal path
- Strategies to adapting the tool for your institution

Bill Massy, author of *Reengineering the University*, will guide you through the principles and calculations and consult with you as you practice your own analysis and decision-making using sample data. You will leave with the tool in hand that you can adapt it for your own university. Electronic copies of the tool (with operating instructions and descriptive material) will be supplied for take-home use. You will need your laptop and Excel to directly participate in the workshop's hands-on components.

TWO BACK TO BACK EVENTS – FIND THE RIGHT LEVEL OF TRAINING FOR YOU

Want to be better equipped to analyze the use of academic resources to inform decision-making? Check out our conference, *Academic Resourcing Models for Evidence-Based Decision-Making*, taking place between December 5-6 in San Antonio, TX, right after this program.

If you have questions about these programs or which would best fit your needs, please reach out to Nick Pettet to help determine which program is best for you.

WHO SHOULD ATTEND – BRING YOUR TEAM!

This program is suitable for **financial and academic leaders from institutions of all sizes** who are considering strategies to cultivate more responsible decision making with stronger resource management. This course is designed for both decentralized budget novices and those already familiar with Responsibility Centered Management (RCM) models. The content of this training is intended to meet the needs of those who want to gain a deeper understanding of a new or modified model prior to implementation.

BRING YOUR TEAM AND SAVE!

Save over 15% when you register three or more colleagues.

CPE CREDITS AVAILABLE

15.5 for conference + workshop

12 for main conference

3.5 for post-conference workshop

Program Field of Study: Finance

Delivery Method: Group-Live

Prerequisites: None

Program Level: Basic

FOLLOW THROUGH WITH SUCCESS COACHING

Have you ever gone to a training only to find that you came back with great ideas but don't have the time, support, or skills needed to make the changes?

Academic Impressions has produced thousands of trainings, and we have learned that utilizing a coach after attending a conference helps provide accountability and bridges the training with the on-the-ground work of getting the job done.

- As a result, we're now offering success coaching on select conferences.
- Purchase this training + 3 one-hour follow up success coaching calls
- Work with an assigned coach who has extensive experience in higher ed
- Get individualized support to help you follow through on what you've learned
- Workshop your plans, run your ideas by someone, and get additional help/practice

To learn more, contact Patricia Sandler at patricia@academicimpressions.com or purchase the Premium Pass with success coaching below.

AGENDA

Day 1 | Wednesday, December 4, 2019

Registration and Breakfast

8:30 – 9:00 a.m.

Opening Remarks and Introductions

9:00 – 9:45 a.m.

What Makes a Budget Model Successful?

9:45 – 10:45 a.m.

During this interactive hour, you will be prompted to identify areas where your budget model is working (or not). Through a series of exercises, you will explore the nature of the obstacles between you and your goals. This session will be pivotal for selecting a model that supports your institutional values.

Break

10:45 – 11:00 a.m.

Panel Discussion: Why Institutions Have Chosen a Decentralized Budget Model

11:00 – 12:00 p.m.

Our experts will discuss their transformation from an incremental to an incentivized budget model. You will hear perspectives from three institutions, including South Dakota State University, Iowa State University, and Syracuse University. You will learn more about their challenges and why they needed a change by exploring their processes, timelines, and results. Our experts will share:

- Key drivers for change
- What was working and not working with the original budget
- How they balanced the budget to equalize the have and the have nots
- How to reserve funds for strategic projects

Lunch

12:00 – 1:00 p.m.

Budget Models Across the Spectrum

1:00 – 2:00 p.m.

With the support of our expert, you will deepen your understanding of what budget models are available and why you would select one over another. Our facilitator will introduce you to the principles, then allow you an opportunity to work with peers to match budget models to the specific challenges and definitions of success.

AGENDA

Day 1 (CONTINUED)

Break

2:00 – 2:15 p.m.

Key Decisions to Build Your Decentralized Budget Model

2:15 – 3:30 p.m.

There are multiple layers of decisions as you consider building or adjusting your budget model. Our experts will provide a roadmap for the key decisions they made in order to determine the revenue, expenses, and other allocations. This guidance will help you create a fair structure by learning to anticipate some of the most daunting and contentious accommodations.

Consulting Time

3:30 – 4:30 p.m.

You will have the opportunity to participate in an individualized or small group consulting session with one of our experts. Advanced preparation will be required to get the most out of this session. During this hour, you will have space to communicate your challenges and receive tailored guidance.

Networking Reception

4:30 – 5:30 p.m.

This informal reception is your chance to decompress, have some refreshments on us, and expand your network of connections. Our programs are intentionally designed for smaller groups, so this is a great time to catch-up with attendees and speakers whom you may not have connected with yet.

Day 2 | Thursday, December 5, 2019

Breakfast

8:00 – 8:30 a.m.

Recap Day 1

8:30 – 8:45 a.m.

Redistributing Revenue to Support the Mission

8:45 – 9:45 a.m.

This hour will cover the essential elements of most incentive-based budgeting systems, especially those relying on Responsibility Centered Management (RCM) principles. You will learn how our speakers' institutions have chosen to deal with these issues in order to fine-tune their revenue distributions.

AGENDA

Day 2 (CONTINUED)

Break

9:45 – 10:00 a.m.

Piloting, Implementation, and Training Methods

10:00 – 11:00 a.m.

You will learn several methods for piloting a new budget model. These methods will include the time-line, structure, iteration process, and most importantly, the accompanying training for unit leaders and key constituents to better understand and use the model in support of institutional goals.

Panel: Collaboration with Faculty and Gaining the Support You Need

11:00 – 11:30 a.m.

In a decentralized budget model, responsibility and decision-making go hand in hand, which requires a new level of engagement with the budgeting process. During this candid discussion, you will learn how to identify champions and partner with faculty and leadership from the start, to maximize internal collaboration and support.

Action Planning and Wrap-Up

11:30 – 12:00 p.m.

With the help of our planning tools provided in your workbook, you will have an opportunity to complete your preliminary action plan for when you return to campus.

Post-Conference Workshop: A Budgeting Tool for Improved Academic Resource Management

1:00 – 4:00 p.m.

This workshop provides you an analytical tool to balance your institution's qualitative mission-based values with hard quantitative data on cost, margin, etc. to shift budgeting conversations to a more objective and evidence-based viewpoint.

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INSTRUCTORS

Larry Goldstein

President, Campus Strategies, LLC,

Larry serves as the head 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.

Mike Holbeck

Associate Vice President of Finance and Budget, South Dakota State University

Mike has been employed at South Dakota State University for nearly ten years and has filled various roles within the Office of Finance and Business over this time period. His current role at SDSU includes university-wide financial modeling, policy development, and financial reporting and analysis. Over the last couple of years one of his major undertakings has been helping to lead the change from a historical incremental budget model to a new Decentralized Budget Model (DBM). He has been involved in all phases of the change from the theoretical side, including the research and policy recommendation, to the implementation side, which involved redesigning their financial accounting process and developing reports and simulation tools to help drive efficiency and improve forecasting. He received bachelor degrees in mathematics and agricultural business, as well as a masters degree in economics, from SDSU. He also holds a doctoral degree in sociology with a focus on differential pricing and resource allocation in higher education.

Gwenn B. Judge

Associate Director of Budget and Planning, Syracuse University

Bio coming soon.

INSTRUCTORS

Darin Wohlgemuth

Associate Teaching Professor and former Vice President for Budgeting and Planning, Iowa State University

From 2006 to 2019, Darin Wohlgemuth held a joint appointment with Enrollment Services and the Office of the Senior Vice President and Provost, Budget and Planning. He leads the Enrollment Research Team, conducting research and analysis on a variety of enrollment issues, including pricing, budgeting, and strategic recruitment.

Wohlgemuth holds Master of Science and doctoral degrees in economics from Iowa State University. He earned a bachelor's degree in secondary math education from the University of Kansas, Lawrence, and an associate's degree from Hesston College, Hesston, Kan.

ACADEMIC IMPRESSIONS STAFF

Nick Pettet

Program Manager

Nick is a Program Manager in Annual Giving, Alumni Relations, and Advancement Services at Academic Impressions. Prior to joining, Nick served in AmeriCorps as an instructor in adult literacy, worked at the American Council in institutional research, and most recently, he held the position of Assistant Director of Professional Certificate Programs at Georgetown University.

Nick is a first generation college graduate, having first earned his Associate's degree from Rogue Community College, where he began to discover his love for learning. He went on to earn his Bachelor's from University of Oregon, and his Master's from George Washington University. Nick is happily married to his wife Katie and loves to spend time with her and their son Greyson. He enjoys traveling, reading, running, and the occasional round of golf.

LOCATION

December 4 - 5, 2019 | San Antonio, TX

Hotel:

Grand Hyatt San Antonio

600 East Market Street

San Antonio, TX 78205

210.224.1234

Room rate:

\$189 + tax

Room block dates:

The nights of December 3, 4 and 5, 2019.

Room block cutoff date:

November 13, 2019.

Reserve Your Room: Please call 210.224.1234 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.

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