

# ACADEMIC RESTRUCTURING CONSIDERATIONS FOR FUTURE TRANSFORMATION AND GROWTH

November 4 - 6, 2019 | San Antonio, TX



## *Learn models and strategies to align and strengthen your academic organizational structure for a changing future.*

### OVERVIEW

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Well-known market realities compel institutions of higher education to advance their mission by making bold academic alignment decisions. Academic leaders must continually re-evaluate the effectiveness and relevance of their academic programs, structures, and organizational alignment. If they are no longer serving them well, there's an imperative to reevaluate the organizational model to become a leaner and stronger entity with opportunities for growth.

Join us for this unique, intimate event that will help you navigate the immense structural and cultural challenges of an academic realignment or restructure project. Whether you are considering academic restructure at the department, college, or institutional level, this program will provide you the knowledge and planning tools to strategically evaluate your situation and identify the right approaches for your unique institutional context. You will learn how to:

- Identify the key integrated planning areas to reevaluate your academic offerings
- Assess your current situation and target areas for strategic growth
- Adapt and tailor existing models, such as: merging schools or departments, converting programs, discontinuing majors and minors, creating program clusters, and more
- Rethink traditional leadership roles and responsibilities to strengthen decision-making
- Face and embrace campus culture and conflict amidst constant change

## FULL DAY PRE-CONFERENCE WORKSHOP: DESIGN THINKING FOR ACADEMIC INNOVATION

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This full day workshop will provide you with the necessary tools and mindset to spur innovation on your campus. The traditional approach in higher education is problem and solution focused. By contrast, the design thinking methodology shifts the approach to open up possibilities, fine-tune options, and zero in on implementation. It also encourages students and faculty to be directly involved in the choices we make as institutions to the industry's most pressing challenges. During this full-day workshop, you will learn:

- How design thinking is used in higher education specific to academic innovation
- What the design thinking process looks like with the opportunity to practice each step
- How to incorporate empathy as a design tool for innovation
- Strategies and resources to facilitate a design thinking exercises on your campus

After experimenting with real issues at hand, you will leave with a prototype of your design thinking exercise for a specific academic innovation on your campus.

## WHO SHOULD ATTEND

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This workshop will benefit high-level academic and executive leadership including:

- Provosts
- Presidents
- Deans
- Faculty
- Chancellors
- System Heads or System Leaders
- Institutional Planning Professionals
- Organizational Effectiveness Professionals
- CFOs
- Chiefs of Staff

## CPE CREDITS AVAILABLE

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Continuing education credits: CPE

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Recommended CPE Credits: 15.5 credits for conference + workshop; 9 credits for main conference; 6 credits for pre-conference workshop

Program Field of Study: Specialized Knowledge

Delivery Method: Group-Live

Prerequisites: None

Program Level: Basic

## FOLLOW THROUGH WITH SUCCESS COACHING

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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 are 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](mailto:patricia@academicimpressions.com) or purchase the Premium Pass with success coaching.

## AGENDA

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### **Day 1 | Pre-Conference Workshop**

#### **Continental Breakfast and Registration (pre-conference workshop)**

8:30 - 9:00 a.m.

#### **Full Day, Pre-Conference Workshop: Design Thinking for Academic Innovation**

9:00 a.m. - 3:30 p.m. (lunch will be served from 12:00 - 1:00 p.m.)

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### **Day 2 | Growth and Innovation as an Imperative**

#### **Continental Breakfast (included in registration fee) and Registration for Main Conference**

8:30 - 9:00 a.m.

#### **Opening Remarks and Introductions**

9:00 - 9:45 a.m.

You will share expectations and connect with your facilitators and fellow participants through a series of introduction activities.

#### **Positioning for Strategic Growth**

9:45 - 10:15 a.m.

As institutions are embracing innovation and change, a range of models are emerging to reevaluate the program, school, college, and institutional structure. This brief overview will shed light on the challenges public and private institutions are facing, as well as overall smart growth strategies for strategic alignment. You will learn what it takes to be in a strong position for similar changes at your institution.

## AGENDA

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### **Day 2 (CONTINUED)**

#### **Morning Break**

10:15 – 10:30 a.m.

#### **Integrated Planning while Facing Financial Challenges**

10:30 a.m. – 12:00 p.m.

This session will highlight an integrated planning process undertaken by two different institutions (one public and one private urban campus) who were facing extreme financial solvency challenges and saw the need for a calculated structural maneuver to continue serving their mission. Through the lens of two seasoned executive leaders, you will learn:

- How they merged operations in disparate departments and schools
- Discontinued majors and minors in place of new high-demand programs
- Created new positions to lead future program development
- Converted programs to health sciences to fulfill a niche in the region
- How they launched the process and avoided or endured backlash from faculty and community

As they share their process and examples, there will be an opportunity to ask questions and discuss similar challenges you are experiencing on your campus.

#### **Lunch (included in registration fee)**

12:00 – 1:00 p.m.

#### **Current State Assessment**

1:00 – 2:00 p.m.

Our experts will facilitate a dynamic and thought-provoking exercise in small groups. You will determine where you are now and your readiness to embark on repositioning your institution with stronger alignment towards your target student populations.

#### **Break**

2:00 – 2:15 p.m.

## AGENDA

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### **Day 2 (CONTINUED)**

#### **Rethinking Your Academic Leadership Structure**

*2:15 – 3:45 p.m. (this session will include discussion breaks and Q&A)*

We will continue learning about the integrated planning process from the perspective of multiple campus institutions, both public and private. Our experts have taken the traditional organizational model of departments and units and redesigned schools and colleges with faculty cultivating better resource management practices. You will learn strategies and techniques to:

- Facilitate open dialog needed to rethink the current model
- Design program clusters and a new reporting structure
- Create a more equitable balance of faculty workload across growing programs
- Broaden the perspective of faculty, deans, and program leaders in how they can make a difference
- Create new positions that cultivate more responsibilities across the board
- Leverage retirements and otherwise vacant faculty lines to reposition academic units and programs

#### **Working Session: Aligning Organizational Structures with Organizational Responsibilities**

*3:45 – 4:15 p.m.*

Now that you've heard how practitioners have rethought their leadership structure to cultivate additional areas of growth, you will structure your ideas while exploring how these facets play out at your institution.

#### **Wrap-Up Day 1**

*4:15 – 4:30 p.m.*

#### **Networking Reception (included in registration fee)**

*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.

## AGENDA

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### **Day 3 | Building it Stronger**

#### **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.

#### **Panel Discussion: Establishing and Building Campus Community Relationships**

9:15 – 10:15 a.m.

Our experts who have overcome significant challenges as they navigated the change process through each phase of restructuring will share their stickiest of moments. Through this open and candid dialogue, you will be able to ask questions and glean important strategies to anticipate and face conflict.

#### **Break**

10:15 – 10:30 a.m.

#### **Planning a Stronger Future: A Phased Approach**

10:30 – 11:00 a.m.

In this final capstone session, you'll learn the adaptable planning framework for examining your current situation and priorities through in-depth questions and exercises. Our instructor will highlight the phases from analysis to planning to implementation with key milestones throughout.

#### **Working Session and Presentations: Action Planning**

11:00 – 11:45 a.m.

This working session will provide you time to apply the framework you have just learned to identify your own milestones and action steps you will put into place. Lenses used may be structure, policy, programs, and internal politics and culture. You and your peers will also have an opportunity to share the culmination of your learning.

#### **Final Wrap-Up**

11:45 – 12:00 p.m.

## INSTRUCTORS

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### **Robert Brodnick, Ph.D.**

#### **Founder, Sierra Learning Solutions**

Rob has worked in the fields of planning, strategy, research, and organizational change and development for over twenty-five years. Rob is an expert facilitator of human process from dyads, to small groups, to large scale retreats and has notable experience with leadership groups, boards, planning bodies, and with strategic and creative solutions.

Rob has served three universities over the past twenty-five years and his work has focused on building institutional capacity and effectiveness through strategy, planning, and innovation. He has direct experience with academic planning, institutional effectiveness, assessment and program review, institutional accreditation, enrollment management to include retention, admissions, financial aid and registrar functions, and sustainability.

Now, as a strategy and innovation consultant, Rob works with clients across many industries but still maintains a core higher education practice. He holds a Ph.D. in Psychoeducational Processes from Temple University. Rob teaches courses in education, the social sciences, and business. He has special interest in design-thinking and innovation management and is a widely regarded speaker and practitioner on those topics.

### **Corey Cook**

#### **Vice Provost for Academic Programs and Planning, Saint Mary's College of California**

Corey Cook, joined Saint Mary's College of California on July 1 as the Vice Provost for Academic Programs and Planning. Prior to that, he served as the founding dean of the School of Public Service and Professor of Political Science at Boise State University. The School of Public Service was founded in 2015 to inspire and equip students to be innovative, principled and effective public service leaders, promote meaningful community engagement and civil discourse, and serve as an objective and unbiased resource for citizens and decision-makers. Cook has a PhD in Political Science from University of Wisconsin-Madison.

## INSTRUCTORS

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### **Lawrence Czarda**

#### **President, Greensboro College**

Dr. Czarda is President of Greensboro College in North Carolina. In 2010, Dr. Czarda was selected as the 18th president of the college after a national search. Dr. Czarda has earned a reputation for being an active presence on campus, addressing major issues directly with a commitment to shared governance and transparency. He has an open door policy and a productive relationship with the Board of Trustees and is a passionate advocate for small, private, church related, liberal arts colleges.

Prior to his tenure at Greensboro College, Czarda served George Mason University in Northern Virginia in many capacities as a senior administrator for 27 years, during a critical period of the institution's remarkable growth and development into one of the most innovative public research institutions in higher education, with a growing enrollment of over 35,000. In these various roles, he guided the executive management of many of the core functions of the university, financial and administrative operations at the highest level.

Prior to his service to Mason, Czarda worked in municipal government in Virginia. Czarda has been a leader on numerous boards and commissions, including Highland School, Chair of the Fauquier County School Board, Chair of the Fauquier Health System, and Chair of the Fauquier Hospital board. Czarda is deeply involved in the city of Greensboro, serving on numerous boards of directors and as board chair for organizations related to his service as President of the College and his role in the community (ArtsGreensboro, Opportunity Greensboro, Creative Greensboro, The Community Foundation of Greater Greensboro and West Market Church Finance Committee). . Czarda holds a BA from Bridgewater College, an MPA from The American University, and a PhD from George Mason University. He is married to Dr. Carolyn Chappell, and has seven children and eleven grandchildren to date.

## INSTRUCTORS

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### **Dr. Karen M. Whitney**

#### **President Emerita, Clarion University**

Throughout her 40 year career in higher education, Dr. Karen Whitney has held a variety of executive and leadership positions with increasing levels of responsibility, beginning as a Director to Associate Vice President, Vice Chancellor, President, and Chancellor. Karen is also a nationally recognized organizational and leadership development writer, speaker, consultant and advisor. She holds a doctorate from the University of Texas at Austin in Higher Education Administration and is a certified coach through the Center for Executive Coaching.

Most recently, Karen served as Interim Chancellor for the Pennsylvania State System of Higher Education (PASSHE), providing strategic leadership to a 14-university system serving over 100,000 students and employing more than 12,000 faculty and staff with a \$2.3 billion annual operating budget. As the chief executive officer of a system, she worked with the 14 university presidents to ensure the success of each University. She advised the system board and 14 university boards on policy development and policy implementation. Her other responsibilities included: budget planning & state appropriation; academic program approval; comprehensive planning; negotiating collective bargaining agreements; representing the system to the public including elected and civic leaders; and serving as a champion for higher learning public policy.

Karen served as President of Clarion University, a large public masters comprehensive university for 7 years. During this time, she led the university through a period of great operational challenge and change including a transformational reorganization of colleges, departments and academic priorities. Most notably, she focused the university as a leader in offering innovative professional programs in business, education, health and human services.

Karen also has extensive leadership experience at different types of institutions. She served as Vice Chancellor for Student Life at Indiana University Purdue University Indianapolis (IUPUI). She also held leadership positions at the University of Texas at San Antonio (UTSA) and the University of Houston. She held clinical appointments in teaching from the Indiana University School of Education.

After a very accomplished career as a leader and executive in higher education, Karen is now passionately focused on working with other leaders, executives and board members to ensure their success in service to their students and institutions. She advocates for courageous and confident leadership that is needed now more than ever in higher education, particularly since the challenges and threats to leadership success seem to be increasing. In working with every leader to succeed, Karen's approach is to combine a proven track-record of higher education leadership with a variety of engagement approaches, including advising, coaching, facilitating and training. Drawing on her vast experience at every level of leadership, she customizes an individual structured process to ensure each leader achieves their highest professional and institutional priorities.

## ACADEMIC IMPRESSIONS STAFF

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### **Whitney Egstad**

#### **Program Manager, Academic Impressions**

Whitney Egstad believes the key to optimizing organizations is to cultivate and empower lifelong learners. Her mission is to do just that. For twelve years, she has designed learning experiences for diverse groups of professionals and students. As program manager, she performs market research and collaborates with subject matter experts to develop impactful professional learning programs for leaders in higher ed. In addition to directing program operations, she serves as an instructional design consultant for AI's online courses and tool kits. A pedagogue at heart, Whitney absorbs emergent research in neuroeducation, universal design, DEI, eLearning, and memory. She applies this research, as well as program data and feedback, in the development and revision of her programs.

## LOCATION

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**November 4 - 6, 2019 | San Antonio, TX**

**Hotel:**

Westin San Antonio Riverwalk  
420 Market Street  
San Antonio, TX 78205  
(210) 224-6500

**Room rate:**

\$209 + tax

**Room block dates:**

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

**Room block cutoff date:**

October 15, 2019.

Reserve Your Room: Please call (210) 224-6500 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**