

PREPARING FOR THE FUTURE: CONSIDERING INSTITUTIONAL MERGERS IN YOUR STRATEGIC PLANNING

June 1 - 2, 2020 | Chicago, IL



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

OVERVIEW

Mergers 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 union.

Unfortunately, the benefits of scale and competitiveness do not come easily or without risk. Key considerations must be understood when evaluating, negotiating, and implementing a strategic 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.

WHAT OUR SPEAKERS HAVE TO SAY

"As higher ed continues to grapple with what the future will look like, this is a unique program that addresses one of the most powerful, transformative, and misunderstood opportunities that face our institutions."

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

"We are living in an era where higher education must think about innovative ways to structure their organizations for student success. It is exciting to think of all the ways institutions can work together to improve both their business model and student outcomes."

-Dr. Nivine Megahed, Ph.D., President, National Louis University

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

AGENDA

Day One

The Landscape

Registration

12:00 – 12:30 p.m.

Opening Remarks and Introductions

12:30 – 1:00 p.m.

Identifying Areas for Partnerships

1:00 – 1:45 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.

Lessons Learned from “Almost” Mergers

1:45 – 2:45 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 from start to finish.

Break

2:45 – 3:00 p.m.

Peer Group Discussion: Connections to Your Campus

3:00 – 3:30 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.

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

3:30 – 4:15 p.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.

AGENDA

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.

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 Two

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.

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

9:15 – 10:00 a.m.

President Nivine Megahed from National Louis University will discuss 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.

Acquiring Distressed Assets: Private University Acquisition of For-Profit Institution Assets: National Louis University and Argosy University

10:00 – 10:30 a.m.

Institutional expansions and acquisitions can take on a number of forms. Acquiring distressed assets as an institution is going out of business is one way to expand your portfolio. President Nivine Megahed from National Louis University will discuss this approach that requires rapid intensive regulatory and institutional accommodation but circumvents all the legal costs required to do a standard acquisition of assets. When these opportunities arise, an institution must move very quickly to address student needs successfully.

AGENDA

Break

10:30 – 10:45 a.m.

Form Mentor Groups

10:45 – 11:45 a.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)

11:45 – 12:45 p.m.

Lessons Learned

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

12:45 – 2:15 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

2:15 – 2:30 p.m.

Panel Discussion: Key Process Considerations for Strategic Partnerships

2:30 – 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

AGENDA

Working Session and Consulting Time: 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. He is co-author of the upcoming book *"Mergers in Higher Education: Pursuing Sustainability, Breadth, and Excellence through Scale"* (Johns Hopkins Press, 2019).

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. In this role, he provides support, oversight, and advocacy for the academic health portfolio of SUNY, the largest comprehensive university system in the nation.

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).

INSTRUCTORS

Dr. Nivine Megahed, Ph.D.

President, National Louis University

Dr. Megahed has worked in higher education for over twenty-five years. She has served as a faculty member, a dean, and a president. In addition, she has overseen the administration of operations of multiple campuses for a number of proprietary institutions. Dr. Megahed has demonstrated a track-record of success relative to institutional growth and development. Her passion is building student centered organizations focused on student success and empowering our most underserved to achieve social and economic mobility through education.

Since 2010, Dr. Megahed has served as the 11th president of National Louis University, a 140 year old institution recognized for its leadership in professional preparation, most notably teacher preparation, and for its commitment to closing the post-secondary attainment gap through innovative cost effective scalable models of education.

She earned her bachelor degree in psychology from the State University of New York at Buffalo in 1981, graduating summa cum laude and as a member of Phi Beta Kappa. Her master and doctoral degrees in clinical psychology were earned at the University of Rochester in 1984 and 1987 respectively.

Dr. Megahed has been sought out internationally to present on issues related to the democratization of education, women in leadership, innovation in education and closing the achievement gap. Currently, she sits on the board of New Coast Foundation, Partnership for College Completion, Association of Urban School Leadership (AUSL), and New York Kids Club. She is a member of The Chicago Network, The Economic Club of Chicago and The Commercial Club of Chicago, and a Fellow for Complete College America.

ACADEMIC IMPRESSIONS STAFF

Whitney Egstad

Program Manager, Academic Impressions, whitney@academicimpressions.com

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

June 1 - 2, 2020 | Chicago, IL

Hotel:

Hilton Chicago/Northbrook
2855 North Milwaukee Avenue
Northbrook, IL 60062
847.483.7500

Room rate:

\$129 + tax

Room block dates:

The nights of May 31 - June 1, 2020.

Room block cutoff date:

May 10, 2020.

Reserve Your Room: Please call 847.483.7500 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**