Emerging Trend in Higher Education: Competency-Based Education
REGISTRATION 8:00AM - 8:45AM

WELCOME 8:45AM - 9:00AM
Dr. David T. Harrison
President, Columbus State Community College

John Carey
Chancellor, Ohio Department of Higher Education

AFFORDABILITY & EFFICIENCY 9:00AM - 9:50AM
WRAP-UP/ UPDATE ON INSTITUTION EFFICIENCY INITIATIVES

With the receipt of the 2016 institutional efficiency reports as required by Ohio law, this session highlights three specific institutional affordability and efficiency initiatives. Shawnee State University Provost Dr. Jeff Bauer will discuss Shawnee State’s multiple textbook affordability strategies, including renting and bundling textbooks, open educational resources, and standardizing textbooks.

Belmont College has implemented the BEConnected initiative, which establishes a common learning platform that can be utilized. Beth Perzanowski, Manager of Bookstore Operations, and Troy Caldwell, Director of Information Systems, will discuss how the initiative came about and how it works. All students receive an iPad when they start classes, providing Belmont students a single platform to access lower-cost eBooks and open educational resources.

A majority of Ohio’s community colleges and several four-year universities are collaborating to leverage a partnership to improve student success through the use of data analytical software developed by Ad Astra Information Systems. The Platinum Analytics software tool helps to create a student-centered course schedule that improves student outcomes. Laura Rittner from the Ohio Association of Community Colleges is working to coordinate this initiative and will provide an update on the project.

Jim Bennett - MODERATOR
Vice Chancellor of Finance and Data Management, Ohio Department of Higher Education

Textbook Affordability Strategies: Saving Costs for Academic Resources for Students
Dr. Jeff Bauer
Provost, Shawnee State University
Beth Perzanowski
Manager of Bookstore Operations, Belmont College
Troy Caldwell
Director of Information Systems, Belmont College

Pathways to Careers: Improving Student Success through Data Analytics
Laura Rittner
Director of Student Success Center, Ohio Association of Community Colleges
OVERVIEW OF CBE
9:50AM - 10:40AM
Dr. Charla Long, Executive Director of the Competency-Based Education Network (C-BEN), will provide an overview of competency-based education, explain its importance to higher education, and highlight the major considerations for starting and implementing competency-based education programs.

Dr. Charla Long
Executive Director, C-BEN

COFFEE BREAK
10:40AM - 11:00AM

CBE POLICY:
THE NATIONAL LANDSCAPE
11:00AM - 11:50AM
Leaders from the Higher Learning Commission and the U.S. Department of Education will provide their perspectives on the role accreditors and regulators play regarding innovation in higher education, specifically as it relates to quality and responsible innovation in competency-based education.

Dr. Barbara Gellman-Danley
President, Higher Learning Commission

David Musser
Policy Liaison and Implementation, Federal Student Aid,
United States Department of Education

CBE IN ACTION
11:50AM - 12:50PM
Panelists from campuses that have successfully launched CBE programs will share their insights on program planning, development and implementation.

Stephanie Davidson - MODERATOR
Vice Chancellor, Academic Affairs, Ohio Department of Higher Education

Darci L. Lammers, Ph.D.
Senior Instructional Designer, University of Wisconsin/Wisconsin Flex

Dr. Kim Estep
Chancellor, Western Governors University, Tennessee

Robert Sherman
Ret. Chair of the CIS Department, Sinclair Community College

Deb Adair, Ph.D.
Executive Director, Quality Matters

LUNCH AND AGB KEYNOTE
12:50PM - 2:00PM
Top Strategic Issues Facing Boards
The scope of change on campus and the fast-evolving realities of the external environment require that governing boards pay close attention to current issues in higher education. This session provides an overview of some of the most important and current issues affecting colleges and universities, including the business model, partnership imperative, value proposition, student success and college completion. This session offers an opportunity for board members to engage in dialogue about strategic issues and trends facing colleges and universities in Ohio.

William “Brit” Kirwan
AGB Senior Fellow and Chancellor Emeritus, University System of Maryland
BREAKOUT 1
*Five sessions - outlined below*

2:00PM - 2:50PM

COFFEE BREAK
2:50PM - 3:10PM

BREAKOUT 2
*Five sessions repeated*

3:10PM - 4:00PM

BREAKOUT SESSIONS

1. **AGB: Top Legal Issues Facing Boards**
A principal responsibility of a board member is to understand the environment in which his or her institution operates. Today, that environment includes a host of legal risks that every institution of higher education must be prepared to assess and proactively address. As fiduciaries of their institutions, board members must play their own role in understanding and mitigating such risks. This session highlights various legal risks facing campuses today, including cybersecurity, sexual assault, affirmative action and workplace issues, and offers board members guidance on engaging with these issues on campus.

*Lawrence White*
*AGB Consultant and Senior Counsel, University System of New Hampshire*

2. **HLC Approval**
Dr. Tom Bordenkircher will break down what you need to know regarding Higher Learning Commission approval for CBE programming. Find out whether your program needs HLC approval and, if so, the steps you will need to take to achieve that approval.

*Dr. Tom Bordenkircher*
*Vice President for Accreditation Relations, Higher Learning Commission*

3. **C-BEN: Getting Started**
Dr. Charla Long will discuss the Competency-Based Education Network (C-BEN) and its work “to address shared challenges to designing, developing and scaling competency-based degree programs.” Highlighted resources will include the draft Quality Standards for Competency-Based Educational Programs and the CBE Design Planner.

*Dr. Charla Long*
*Executive Director, C-BEN*
4. CBE in Action
This morning’s panel provided an overview of successful CBE implementation at three different colleges—Western Governors University, Sinclair Community College and the University of Wisconsin. Panelists from the morning session, Darci L. Lammers, Ph.D.; Dr. Kim Estep and Robert Sherman will be available to answer more detailed questions about how CBE programming works at their institutions and how the lessons they’ve learned might help advance CBE programming at your college. Deb Adair, Ph.D. from Quality Matters will also be available to discuss how Quality Matters can be used to ensure quality in CBE programming.

**Darci L. Lammers, Ph.D.**
Senior Instructional Designer, University of Wisconsin/Wisconsin Flex

**Dr. Kim Estep**
Chancellor, Western Governors University, Tennessee

**Robert Sherman**
Ret. Chair of the CIS Department, Sinclair Community College

**Deb Adair, Ph.D.**
Executive Director, Quality Matters

5. Operationalizing Student Success through Performance-Based Funding

**Dr. Jo Alice Blondin,**
President, Clark State Community College

**Dr. Kevin Boys**
President, Southern State Community College

**Jim Doyle**
Trustee, Clark State Community College

**Dr. Monica Posey**
President, Cincinnati State Technical and Community College

**Mark Walton**
Chair of the Board of Trustees, Cincinnati State Technical and Community College
Deborah Adair, Ph.D. has served in a leadership role for Quality Matters since its earliest days. As Managing Director and Chief Planning Officer of Quality Matters, Dr. Adair managed its development from a grant project to a self-supporting, widely adopted international organization for quality assurance in online learning serving more than 1,000 colleges and universities, education-related organizations, government entities and K-12 institutions. She currently serves as the Executive Director of QM Quality Matters, Inc., leading this non-profit organization and its committed community into a new decade with expanded services for quality assurance. Deb has more than 25 years’ experience in higher education, in faculty and administration, as well as non-profit leadership and management consulting.

Dr. Jeffrey A. Bauer has degrees from Bowling Green State University and The Ohio State University. He took a faculty position at Shawnee State in 1987, one year after the university began offering baccalaureate degrees. He has 26 years of full-time teaching and research experience, and was promoted to full professor in 1996. He has served as chairperson of the Department of Natural Sciences, Associate Provost, Dean of Research and Community Development, Dean of Research, Dean of Arts and Sciences, and, most recently, Provost of Shawnee State University. Dr. Bauer has a broad perspective on teaching and learning in higher education and has used his experience to implement changes that affect university efficiency and affordability as well as student success.

Jim Bennett serves as the Vice Chancellor for Finance and Data Management at the Ohio Department of Higher Education. In this capacity, Jim oversees all financial activities for the Department, including the development and implementation of a biennial operating budget in excess of $5 billion and a biennial capital budget in excess of $500 million; implementation of policies and procedures for state subsidy support of all public higher education institutions; financial aid disbursement and reconciliation; auditing and accounting functions; and the administration of statewide higher education data. Jim has held prior positions as Higher Education Analyst, Senior Higher Education Analyst and most recently Budget Section Chief at the Ohio Office of Budget and Management (OBM), where he oversaw budget and policy analysis related to Ohio’s 37 public colleges and universities and 1,000 K-12 public education entities. Jim holds a Bachelor of Science degree, a Master of Science degree, and a master’s degree in public policy and management, all received from The Ohio State University.
Jo Alice Blondin, Ph.D. became the fifth president of Clark State Community College on July 1, 2013. Prior to Clark State, Dr. Blondin served as Chancellor of Arkansas Tech University – Ozark Campus and Professor of English for seven years, as well as Chief Academic Officer, Chief Student Officer, Department Chair of English, Communication, and Social Sciences and Instructor of English. She holds a Ph.D. in English from Arizona State University; Master of Arts in English from Arizona State University; and Bachelor of Arts from Purdue University majoring in English with a minor in Spanish. She serves on the boards of the Dayton Development Coalition, Springfield Chamber of Commerce, Community Mercy Hospital Foundation, and Opportunities for Individual Change, and is Vice Chair of the Southwestern Ohio Council for Higher Education and President-Elect of the National Council for Workforce Education. She serves on the Ohio Association of Community Colleges’ Student Success Council, and is a member of the Springfield Rotary Club.

Dr. Tom Bordenkircher is the Higher Learning Commission’s Vice President for Accreditation Relations. He has experience in P–12 public education, higher education, county and state government policy and leadership, national foundation leadership, and specialized accreditation. Prior to coming to HLC, Tom was senior consultant and state director for the Woodrow Wilson National Fellowship Foundation’s STEM Teaching Fellowship Program. In Ohio, he was the Associate Vice Chancellor for the state Department of Higher Education, where he oversaw higher education program approval and the development of a statewide accountability system for educator preparation programs. His higher education experience also includes roles as professor of education, chair, director, and associate and interim dean. Prior to his work in higher education, Tom began his career as a teacher of young children with severe disabilities. His professional interests continue to center around research and policy work for young children, especially those experiencing learning and reading difficulties.

Dr. Kevin S. Boys is the fifth president of Southern State Community College, serving in his seventh year in this position. Prior to his presidency at Southern State, Dr. Boys had a distinguished 31-year career in K-12 education, serving as teacher, principal and superintendent in two suburban Cincinnati school districts. He was recently appointed to the VFA Oversight Board of the American Association of Community Colleges and serves as past vice-chair of the Ohio Association of Community Colleges (OACC) Governing Board. Dr. Boys is a member of the Executive Committee of the Southwestern Ohio Council for Higher Education Board of Trustees, having previously served as chair, and serves on the Great Oaks Institute of Technology and Career Development Business Council, Franklin University Council of Presidents, and is a Governing Board Member of Southwest Ohio High Schools That Work, and Community Colleges of Appalachia. Dr. Boys earned his doctor of education degree from Miami University, his master’s degree in educational administration from Xavier University and bachelor’s degree in education from the University of Cincinnati.
John Carey was appointed Chancellor of the Ohio Department of Higher Education by Gov. John R. Kasich in April, 2013. As Chancellor, Carey oversees the state’s public two-year and four-year institutions and Ohio Technical Centers, and, with the advice of the nine-member Board of Regents, provides policy guidance to the Governor and the Ohio General Assembly, and carries out state higher education policy. Carey’s career has been devoted to public service. He spent time as an aide in Congress and a local official in his hometown of Wellston before serving 17 years in the state legislature. He is one of the few legislators in history to serve as chairman of both the House Finance and Appropriations Committee and the Senate Finance and Financial Institutions Committee. Prior to his appointment as Chancellor, Carey served as Assistant to the President for Government Relations and Strategic Initiatives for Shawnee State University in Portsmouth.

Troy Caldwell is Director of Information Systems at Belmont College, a two-year community college in St. Clairsville, Ohio. He is a graduate of Ohio University, where he received a Bachelor of Science degree in computer science, as well as a graduate of the University of Phoenix with a master’s degree in information systems. Caldwell has worked at Belmont College since 2001 in various positions including System Administrator and Network Administrator. Since becoming Director of Information Services in 2015, Caldwell has been instrumental in implementing a college-wide Be Connected initiative at Belmont, which provides an iPad to each student, faculty member and the majority of staff members for integration into every facet of student life from enrollment to graduation.

Dr. Stephanie Davidson serves as the Vice Chancellor of Academic Affairs for the Ohio Department of Higher Education. In that role she oversees the units that facilitate the creation of seamless, affordable academic pathways; ensure the quality and integrity of the post-secondary academic programming; enhance college access, readiness and educator preparation; and advance degree and certificate completion. Dr. Davidson received her B.A. in audiology and speech sciences from Michigan State University and her M.A. and Ph.D. in audiology and hearing science from The Ohio State University. Prior to joining the Department of Higher Education, Dr. Davidson was a faculty member in the Department of Speech and Hearing Science at Ohio State for 20 years, where she developed and taught undergraduate and graduate-level courses, supervised students in the on-campus clinic, mentored student research, and pursued her own research interests in the area of audiologic rehabilitation. She is actively involved in her professional association, the American Speech-Language-Hearing Association and has been named a Fellow of that organization.
Jim Doyle is a trustee at Clark State Community College. Jim has been active in hospital governance for 37 years, beginning in 1978 with the Community Hospital of Springfield & Clark County and served continuously until December of 2015. He was board chair in 2004 when Community merged with Mercy Hospital (part of Marcy Health, Cincinnati) and served as a trustee of the new entity (CMHP) through 2015. Jim was keenly focused on the building of the new state-of-the-art healthcare facility in downtown Springfield that opened in 2011.

Barbara Gellman-Danley assumed the presidency of the Higher Learning Commission on July 7, 2014. Prior to joining the Commission, Dr. Gellman-Danley was the president of the University of Rio Grande/Rio Grande Community College from 2009 to 2014. She also served as a vice chancellor at the Ohio Board of Regents, president at Antioch University McGregor, vice president at Monroe Community College, and vice chancellor at the Oklahoma State Regents for Higher Education. Her past involvement with the Commission includes serving as a peer reviewer for 10 years. As president at two institutions, she served on the boards of local Chambers of Commerce and economic development groups. Dr. Gellman-Danley consulted at over 30 institutions on strategic planning, the role of technology in higher education, distance learning and related topics.

Dr. Kim Estep is the chancellor of WGU Tennessee, a state-endorsed, nonprofit, accredited university launched in July 2013 with one goal – to expand working adults’ access to higher education throughout Tennessee. In her three-year tenure at the helm of the online university, which is part of Governor Haslam’s Drive to 55 initiative, Dr. Estep has worked to grow WGU Tennessee’s enrollment to more than 3,000 students, with more than 1,500 alumni throughout the state. She has also led the charge in securing articulation agreements between WGU Tennessee and all 13 community colleges in the state, as well as forming partnerships with many of Tennessee’s largest and most recognizable organizations and companies. Dr. Estep brings more than 25 years’ experience in higher education to her role as WGU Tennessee’s first chancellor. Most recently, she served as vice president for academic affairs and student services at Nashville State Community College. Dr. Estep has held leadership roles at other institutions, including Tusculum College in Greeneville, Tennessee, Thomas University in Thomasville, Georgia, and Friends University in Wichita, Kansas.
David Harrison, Ph.D. became the fifth president of Columbus State Community College in July 2010. With more than 25,000 students, Columbus State is one of the largest and most comprehensive colleges in Ohio. Through its campuses in Columbus and Delaware County and its nine regional learning centers, the college serves students from all 88 counties in Ohio, provides more online learning opportunities than any college in the state, and contributes nearly $1 billion in regional economic impact. During Dr. Harrison’s tenure at Columbus State, he has focused the college on the goals of student success and attainment, workforce innovation, and civic engagement.

Dr. William Kirwan is a nationally recognized authority on critical issues shaping the higher education landscape. Prior to his 13 years as chancellor of the University System of Maryland, Kirwan served as president of The Ohio State University for four years and president of the University of Maryland, College Park for 10 years. He was also a member of the University of Maryland faculty for 24 years. Currently, Kirwan chairs the National Research Council Board of Higher Education and Workforce and co-chairs the Knight Commission on Intercollegiate Athletics. He also serves on the Business-Higher Education Forum. He is a member of the boards of the Maryland Chamber of Commerce, Greater Baltimore Committee, Economic Alliance of Greater Baltimore, Maryland Business Roundtable for Education and other organizations.

Darci Lammers, Ph.D. is a senior instructional designer at the University of Wisconsin—Extension. Her primary responsibilities include designing online courses for the health and wellness management master’s program and competency-based course offerings and degree programs for the UW Flexible Option and University Learning Store programs. Darci has more than 18 years of experience in higher education and healthcare. Prior to joining the University of Wisconsin—Extension, she designed courses for the Mayo Clinic College of Medicine. She has experience in designing and developing courses delivered in online, blended and traditional classroom formats, and has designed courses for college credit and corporate training initiatives. Darci holds a doctorate in education with a focus in online learning.
Dr. Charla Long is the Executive Director of the Competency-Based Education Network, a national consortium of higher education institutions and statewide systems seeking to design, develop, and scale new models of student learning. She leads a higher education consulting firm, specializing in competency-based education. Her clients range from statewide community college systems to large research doctoral institutions to small, liberal arts institutions. During 2015, she served as a consultant to Public Agenda on two significant CBE national landscape and field-building projects, funded by both the Bill & Melinda Gates Foundation and Lumina Foundation. In this role, she provided insights, tools and support to individuals and institutions seeking to advance competency-based education in the United States. These tools included the CBE Ecosystem Framework, the Shared Design Elements and Emerging Practices Model and Research Report, and the CBExchange conference where hundreds of institutions learned how to build high-quality CBE programs. Long served as a consultant and subject matter coach to EDUCAUSE's 2015 Breakthrough Models Academy and Incubator institutions. Prior to this, Long was the founding dean of the College of Professional Studies at Lipscomb University and the creator of its nationally acclaimed competency-based education (CBE) model and badging ecosystem.

David Musser has worked in financial aid for more than a decade, first as an administrator in college financial aid offices and then with the U.S. Department of Education. Dave joined the department in 2010 as a program reviewer in the Chicago regional office, and has been with the Office of Federal Student Aid’s Policy Liaison and Implementation team since 2013. In his current role, Dave’s primary areas of responsibility are competency-based education, distance education, institutional and program eligibility, and return of Title IV funds.

Beth Perzanowski is currently the Manager of Bookstore Operations at Belmont College, a position she has held since August 2008. She is a graduate of Ohio University with an Associate of Arts degree.

Dr. Monica J. Posey became president of Cincinnati State Technical and Community College in June 2016, after serving as interim president for eight months. A native of Philadelphia, Dr. Posey graduated from the city’s public school system. She went on to earn a Bachelor of Science degree from Cornell University, followed by a Master's of Business Administration degree from The Wharton Graduate School, University of Pennsylvania. She would later add a Doctor of Educational Foundations degree and also completed the coursework for a Doctor of Philosophy in quantitative analysis, both at the University of Cincinnati.
Laura Rittner serves as Executive Director of the Ohio Association of Community Colleges’ Student Success Center. In this role, she oversees the OACC’s student success initiatives, including grants for Ohio’s Completion by Design statewide policy and scaling work, the Student Success Leadership Institute, and the AmeriCorps College Completion Coaches. Laura joined the OACC in 2013 as Director of Research & Data Analysis. She previously worked for Lakeland Community College in Kirtland, OH as Director for Institutional Research. Laura holds a Bachelor of Arts in political science and psychology from Miami University in Oxford, OH and a Master of Public Policy from The George Washington University in Washington, D.C.

Robert Sherman completed his undergraduate degree in education at the University of Dayton and his master’s degree in education at Miami University. He has done additional graduate work at the Air Force Institute of Technology at Wright Patterson Air Force Base in Dayton OH. He recently retired from Sinclair Community College after a 16-year career there with the last four years as chair of the Computer Information Systems (CIS) Department. During his tenure as chair, the department was intensively involved in the implementation of a three year, multi-institution, multi-million dollar Department of Labor grant to move new and existing curriculum to a competency-based education (CBE) model. Prior to Sinclair, he spent over 20 years with NCR Corporation in various roles related to software development and support. He also spent over 10 years in public education at the high school level.

Mark Walton has more than 30 years of experience in banking and is Director of Community & Economic Development for the Greater Cincinnati Region of Fifth Third Bank. In this role he is responsible for managing affiliate risk associated with fair lending and CRA practices and policies. In addition to Mark’s extensive banking experience, he has been active in the communities where he lives and works. He currently serves on the board of trustees for Cincinnati State Technical & Community College as the board chair. Mark serves the Ohio Association of Community Colleges as board chair, is a board member of SC Ministry Foundation, is on the executive committee for Leadership Cincinnati (Class 19) and is a 2011 graduate of Leadership Dayton (Class 35). He also serves as a Dayton Business Advisory Committee member for the Federal Reserve Bank of Cleveland, Cincinnati Branch. Mark also serves on the Over-the-Rhine Foundation board and the Cincinnati Equity Fund Committee, among his numerous community endeavors.
Lawrence White has worked for more than 30 years as a higher education lawyer and administrator. He is currently senior counsel in the general counsel’s office at the University of New Hampshire. Prior to his retirement as a full-time university lawyer in 2015, he served as vice president and general counsel at the University of Delaware. He has also served as counsel at the Pennsylvania Department of Education, Georgetown University, University of Virginia, and the American Association of University Professors. Mr. White is an adjunct faculty member at the University of Pennsylvania Law School and has also taught courses at Georgetown University, the University of Vermont, and the University of Pennsylvania’s Wharton School. He is a member of the National Association of College and University Attorneys (NACUA), served as a NACUA director and officer, and in 2010 received NACUA’s Distinguished Service Award for “extraordinary service both to NACUA and to institutions of higher learning over an extended period of time.” His articles on higher education legal topics have appeared in the Chronicle of Higher Education, the New Republic, and periodicals published by the American Council on Education and AGB.
A special thanks to Columbus State Community College for hosting the Trustees Conference.