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 (ODHE)

2017 REVIEW OF THE AFFORDABILITY & EFFICIENCY INITIATIVE & ODHE STAFF UPDATE ON AGENCY INITIATIVES  
9:00AM - 9:20AM

Staff from the Ohio Department of Higher Education will provide an overview of the data captured from the 2016 institutional efficiency reports required by Ohio law and provide updates on several other institutional affordability and efficiency initiatives. In August of this year, ODHE held its second annual Efficiency Summit with almost 90 participants representing both the financial and academic areas of higher education. ODHE will provide an overview of the Summit and highlight best practices discussed at the meeting.

Jim Bennett  
Chief of Staff, ODHE

Sara Molski  
Operations and Policy Analyst, ODHE

EXPLORING FIDUCIARY EXPECTATIONS AND ACCOUNTABILITY  
9:20AM - 10:20AM

Opening Plenary

Deputy Chief Legal Counsel Mark Altier and others from the Office of the Auditor of State will provide an update on the latest legal interpretations regarding trustee fiduciary responsibilities and expectations. The session will also include an overview of recently passed legislation that grants the Auditor of State the ability to perform performance audits of higher education institutions. The session will focus on what institutions should expect if an audit is conducted.

Mark W. Altier  
Chief Legal Counsel, Auditor of State of Ohio

Shawn Busken  
Policy Director, Auditor of State of Ohio

COFFEE BREAK  
10:20AM - 10:30AM
INSTITUTION RISK MANAGEMENT

Douglas A. Huffner, Senior Director and Chief Risk Officer at The Ohio State University, will provide attendees with a view of how administrative leadership at Ohio State and institution trustees work together to identify risks, communicate about risks, develop risk mitigation strategies, and respond to crisis situations both financial and otherwise.

Douglas A. Huffner
Senior Director and Chief Risk Officer, The Ohio State University

TRENDS IN HOW HIGHER EDUCATION IS DEFINING AND INVESTING IN OUTCOMES AND ATTAINMENT

This session will focus on how institutions are innovating in the service of stronger outcomes, whether those are defined as increased student attainment, stronger research capability, or overall improvement in institutional reputation. As part of this overview, we will touch on:

- The types of promising practices institutions around the country have implemented to improve student success and economic mobility.
- How institutions are beginning to leverage the “digital revolution” and use technology to advance their mission and goals, by using for example, predictive analytics to better serve students or by pursuing competency-based models to meet the needs of less-traditional students. As part of the technology discussion, we will also point out some particular challenges with which institutions are dealing with (e.g., cybersecurity) as well as some opportunities that are still in the very early stages in education (e.g., RPA or robotic process automation).
- How institutions structure partnerships with industry that go beyond the traditional recruitment and internship opportunities, and create research opportunities that benefit students, faculty, the institution, and industry.

Kasia Lundy
Managing Director, Ernst & Young

Samantha Fisher
Vice President and Partner, Parthenon- Ernst & Young

NETWORKING LUNCH

12:30PM - 1:30PM

BREAKOUT 1

Four sessions - outlined on next page

BREAKOUT 2

Four sessions repeated
1. Techniques for Conducting Effective Board Assessments
A board-performance assessment provides boards with an opportunity to step back from the preoccupations of regular board business, candidly review their performance, and develop a set of objectives that will strengthen the board’s effectiveness. This session focuses on the various assessment methods available to develop an action plan based on results. This includes how to use assessment feedback to understand how the board is functioning, to educate the board on responsibilities that are unclear or areas where it is under-performing, and to identify strategies to improve board effectiveness.

Dr. Karen Bearden
AGB Senior Consultant

2. Financial Health and Sustainability of Institutions: Questions Boards Should Ask
In today’s climate of downward revenue pressures and with costs often rising faster than revenues, boards must also pay close attention to the financial health and sustainability of their institutions to ensure that these institutions are around in the long-term and are able to fulfill their promises to students, parents, and society. This session will focus on the kinds of questions boards should be asking to understand their institutions’ financial health, how they might structure themselves internally to address these questions, how they might work with leadership to provide appropriate guidance to the direction of the institution, and actions they might take to institute a culture of transparency and accountability.

Kasia Lundy
Managing Director, Ernst & Young
Daniel Jerneycic
Partner, Ernst & Young

3. Strategies for Successful Capital Campaigns and Fundraising
This session will focus on how an institution can make wise investments in its philanthropic future and partner with its related foundation/s to build a sustainable culture of philanthropy. In addition to exploring the roles of board members and presidents, this session will examine responsibilities and best practices for assisting in the philanthropic process. These opportunities are often related to prospect identification, cultivation, and stewardship connected to planned gifts and capital campaigns.

Jim Lanier
AGB Senior Fellow and Consultant
4. Update on the State’s Attainment Goal Initiatives
Ohio’s Attainment Goal 2025 is that 65 percent of Ohioans, ages 25 to 64, will have a degree, certificate, or other postsecondary credential of value in the workplace by 2025. This session will provide a brief review of the economic imperative for the goal; an overview of key strategies the Ohio Department of Higher Education, the Ohio Department of Education and the Governor’s Office of Workforce Transformation are using to meet the goal; a progress report on where we stand; and a look at what we are hoping to accomplish over the next year.

Dr. Stephanie Davidson,
Vice Chancellor of Academic Affairs,
ODHE

Brett Visger
Associate Vice Chancellor, Institutional Collaboration & Completion,
ODHE

ADJOURN 3:30PM
Mark W. Altier is a native of Newton Falls, Ohio. Altier graduated from Mount Union College; earned a Juris Doctor degree from Cleveland’s Case Western Reserve University; and a Master of Arts in urban studies from the University of Akron. Mark has spent a career in the public sector serving as a felony trial prosecutor and a two-term elected commissioner in Wayne County; the first full-time law director of the City of Sandusky, Ohio; a village administrator and solicitor; and Chief Civil Assistant Prosecuting Attorney and First Assistant in the Office of the Miami County Prosecuting Attorney. Currently, he is employed as Chief Legal Counsel in the Office of Ohio Auditor of State Dave Yost. He resides in Westerville, Ohio, with a deaf cat, Milo, and his two Corgis, Gus and Gracie.

Dr. Karen W. Bearden has served on governing boards for more than 25 years. Four governors of the Commonwealth of Kentucky have tapped her for service since 1987. Her public board experience includes the University of Louisville, Northern Kentucky University, and Kentucky State University, where she served as chairperson of the board of regents for five years. Bearden has taught adjunct classes in educational psychology at the University of Louisville and spent an academic year as a visiting professor at Indiana University Southeast. She has designed and delivered leadership development programs for middle school students, undergraduates, and working professionals. An active member of her community, Bearden has served on the board of directors of arts-related organizations, civic groups, and community associations including AGB’s board of directors. She maintains memberships in several professional associations.

Jim Bennett currently serves as Chief of Staff and previously served as Vice Chancellor of Finance and Data Management at the Ohio Department of Higher Education. In this capacity, Jim oversees all activities of 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; the administration of a comprehensive statewide higher education data system; policy development and implementation; and legislative outreach. Jim has held prior positions as Higher Education Analyst, Senior Higher Education Analyst and 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 institutions of higher education and 1,000 K-12 public education entities. During his tenure with the State of Ohio, Jim has worked extensively on numerous statewide higher education funding consultations and initiatives. Jim holds a Bachelor of Science degree, a Master of Science degree, and a master’s degree in public policy and management, all from The Ohio State University.
**Shawn Busken** is the Policy Director for Auditor of State Dave Yost. Shawn joined the Auditor of State staff in February 2014, but he is no newcomer to legislative affairs. Shawn previously served as Legislative Aide for Senator (and now Congressman) Steve Stivers and Senate President Keith Faber. Prior to working for the Auditor of State, Shawn spent five years in private practice at the law firm of Blaugrund, Kessler, Myers & Postalakis, where he practiced labor and employment law. Shawn also served with the Columbus City Prosecutor’s Office. Shawn earned his bachelor’s degree from Brigham Young University and his law degree from The Ohio State University Moritz College of Law, where he was Managing Editor of The Ohio State Law Journal.

**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, 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.

**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 postsecondary 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.
Douglas A. Huffner is the Senior Director and Chief Risk Officer for The Ohio State University. Since joining the university in 2012, he has secured responsibilities and oversight of risk management, insurance, business continuity, loss control, and international risk management programs. He is an active member of The Ohio State University Risk Committee, Emergency Operations Center (EOC), IT Risk Advisory Board & Student Health Insurance Committee, among others. As Senior Director and Chief Risk Officer, he provides leadership in the risk management space, with a focus on the successful execution of the university’s Strategic Plan. He consults on various risk financing alternative strategies for business and academic units across the university. Doug is a lecturer at the Fisher College of Business, teaching in enterprise risk management, fraud, and business ethics, as well as a guest speaker for multiple business management courses throughout the year. Outside of OSU, Doug is a member of RIMS (Risk & Insurance Management Society), where he currently serves as a member on the International Risk Committee. He also is an active member of URMIA (University Risk Management & Insurance Association), where he often presents on higher education risk topics and is a member of the Governance Risk and Compliance Committee. In addition, Doug is a founding board member of the Risk Institute at The Ohio State University’s Fisher College of Business.

Samantha Fisher is a Vice President in Parthenon-EY’s Higher Education practice and has nearly 15 years of experience in management and strategy consulting on projects located across 20+ countries. Samantha has worked across the spectrum of education, from non-profit to for-profit, private to public, from consortia and systems that span multiple universities to individual schools within an institution. She helps leaders of these organizations advance their mission outcomes with the help of improved strategies and operations. Her areas of focus include strategic planning, market entry and growth, mergers and acquisitions, operating model design and transformation, administrative transformation, digital and analytics strategy, performance management, stakeholder management, and student success & workforce readiness.

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.
Daniel Jerneycic is a Restructuring Partner with over 17 years of financial consulting experience and has spent the past 12 years focusing on financial and operational restructurings and transformations. His roles have included the representation of a variety of stakeholders, including both debtors and creditors. Dan has spent the past six years assisting Midwest cities and schools as well as other municipalities in their ongoing restructuring and transformation efforts. Recent projects have included evaluation and development of budgets, monitoring and forecasting liquidity, financial modeling, long-term forecasting, evaluation of cost structure and related savings opportunities, assessment of restructuring alternatives, key stakeholder communication, and implementation of operational savings initiatives. Dan holds a bachelor’s degree and master’s of accountancy from the University of Michigan. He is a Certified Public Accountant, licensed in Michigan, a Certified Insolvency and Restructuring Advisor, and Certified in Financial Forensics.

James Lanier is an AGB board governance consultant that works with university and foundation boards on assessment, operations, and governance issues, and trains AGB facilitators and consultants. For over 23 years he served as vice chancellor for institutional advancement and as CEO of the East Carolina University (ECU) Foundation and the ECU Real Estate Foundation. While at ECU, he also served as a governance consultant for AGB, focusing on governance, strategic planning, and the board’s role in fundraising. Before East Carolina, Mr. Lanier spent 12 years at Louisburg College. There he held several roles, including five years as director of development, working closely with the president and trustees and leading the college’s first-ever successful major capital campaign. Mr. Lanier also serves as a senior instructor at the Duke University Non-Profit Institute. He earned his BS and M.Ed. from East Carolina University, and he also completed a number of postgraduate programs, including the Institute for Educational Management at Harvard.

Kasia Lundy is a Managing Director with Parthenon-EY (part of Ernst & Young) in Boston and a leader in the firm’s Education practice. In her 14 years with Parthenon-EY, Kasia has worked across multiple industries with a focus on strategic planning, performance improvement, and organizational effectiveness. She also worked for six years directly in higher education as Chief of Staff to three Harvard University presidents (2003-2009). In this role, she oversaw the operations of seven units reporting to the president’s office and was responsible for driving strategic initiatives university-wide on behalf of the president and provost. Kasia’s higher education engagements have included strategic planning, governance and organization structure design, revenue generating strategies (online strategies, program development, alternative revenues), academic outcome improvement strategies, and operational efficiency improvement strategies. Kasia holds a B.A. in economics from Harvard University and earned her M.B.A from Harvard Business School.
Sara Molski began working for the Ohio Department of Higher Education (ODHE) in April, 2015 as a policy analyst, specifically tasked with staffing the Chancellor’s Efficiency Advisory Committee. Sara coordinates the agency’s Affordability and Efficiency initiative, which involves planning and organizing annual Efficiency Summits; coordinating and aggregating the data for the Chancellor’s Efficiency Reports; and maintaining resources and information for the initiative’s webpage. In addition, she works on other ODHE projects and initiatives and serves as a staff member for both the finance & data and legal departments. Sara is passionate about affordability and efficiency within higher education, and she looks forward to continuing to build upon this work with Ohio’s colleges and universities.

Brett Visger is Associate Vice Chancellor for Institutional Collaboration and Completion. In this role, he is focused on helping all public postsecondary institutions in Ohio increase the number and percentage of students completing meaningful postsecondary degrees and certificates. This includes developing strategies to help institutions improve completion rates, operate more systemically and implement approaches that lead to more adult students earning credentials. Prior to this role, Brett worked as consultant on a wide variety of education and workforce alignment initiatives. Clients included Jobs For the Future, Achieve, Association for Career and Technical Education, Workforce Strategy Center, CLASP, Lumina, Irvine and Ford Foundations. Brett has a background in youth programming and college access and has worked with programs at Wesleyan University, the University of Connecticut, and the Greater Washington D.C. College Information Center, as well as at the National Council for Education Opportunity Associations in Washington, D.C. Brett earned a bachelor’s degree in history from the University of Connecticut and a master’s degree in public administration with a concentration in nonprofit management from George Mason University.
A special thanks to Columbus State Community College for hosting the Trustees Conference.