

October 19, 2006

Dr. James B. Appleberry  
Academic Search, Inc.  
504 Jarvis Lane  
Louisville, KY 40207-1313  
(Sent by e-mail)

Dear Dr. Appleberry:

I am following up on our recent conversation to submit my application for the position of Chancellor of the Ohio Board of Regents. I believe that I have the skills and abilities to successfully meet the challenges and opportunities outlined in the position description, and have attached my resume for your review and consideration as well as a list of professional references. The remainder of this letter will highlight my qualifications within the context of these challenges and opportunities.

A major challenge for the new Chancellor will be to foster and sustain a strategic statewide vision for Ohio's system of higher education through planning, budget development, policy implementation and execution activities. I have significant experience in all of these activities at a state and institutional level. One of my primary responsibilities as Deputy Director for Planning and Budgeting at the Illinois Board of Higher Education (IBHE) was to provide leadership in the ongoing development and implementation of *The Illinois Commitment*, the IBHE's statewide strategic plan for higher education. *The Illinois Commitment* was adopted by the IBHE in 1999, and is comprised of six primary goals ranging from enhancing higher education's contributions to workforce and economic development to ensuring access, affordability, high quality education, and accountability throughout the system. Two specific examples illustrate my related experiences in fostering and sustaining a strategic vision and plan for a state system of higher education:

- ◆ I worked in collaboration with a committee comprised of various representatives from throughout the Illinois higher education community over an 18 month period to develop recommendations for the IBHE on a set of meaningful performance indicators to annually assess progress toward meeting the goals of *The Illinois Commitment* at both a statewide and institutional level. This initiative required significant consultation and consensus development across the higher education community. Following a period of public comment and feedback, the Board adopted these indicators and the first annual report was published in December 2003.
- ◆ One of the IBHE's statutory responsibilities is to develop and present a set of unified operating and capital budget recommendations for higher education each year to the Governor and General Assembly. The goals of *The Illinois Commitment* serve as the framework within which these budget recommendations are developed. As such, my primary responsibility as the IBHE's chief financial officer was to provide leadership in

this process by working with Board members and staff, the higher education community, and executive and legislative branches to ensure that budget development remained directly linked to the six goals of *The Illinois Commitment* and related initiatives even in very difficult fiscal times.

It is also important that the next Chancellor have an appreciation for and sensitivity to the planning and strategy execution challenges faced at an institutional level. My current role at the University of Illinois and past role at the University of Wisconsin System have provided me with a keen understanding of the issues and challenges facing public universities attempting to develop and successfully execute strategy within an increasingly ambiguous and competitive environment. Understanding these institutional challenges and limits is critical to developing an ambitious but pragmatic statewide vision and plan for postsecondary education in Ohio. My experiences at these two great state universities have also served to strengthen my understanding and appreciation for the important role of the public university in enhancing a state's economic, social, and cultural well-being and quality of life.

At the same time, the ongoing effectiveness of any strategic vision is its ability to successfully adapt to changes in the environmental context while remaining true to its core goals and principles. In late 2003, the IBHE determined that it was time to conduct a "mid-term review" of *The Illinois Commitment*, by taking both a retrospective and prospective look at the six goals and related implementation activities. I was the lead staff person in this initiative, which involved an evaluation of progress to date, environmental scanning, and gathering of input and feedback from stakeholders within and outside of the Illinois higher education community. The review culminated with final recommendations to the Board for changes and enhancements to the plan which were adopted in October 2004.

In developing and advancing a creative and innovative (but pragmatic) statewide vision and agenda for postsecondary education, the Chancellor must be able to work effectively and productively with a variety of important constituencies. This list of important constituencies begins with the members of the Board of Regents. I am experienced in working with board members across different settings and have developed an understanding and appreciation of the importance of this collaborative relationship. As such, I will keep the Board fully informed and provide Board members with my best advice and counsel so that they can effectively fulfill their responsibility to develop statewide postsecondary education policy and priorities, thereby better educating and serving the citizens of Ohio. At the same time I also appreciate the many obligations and time commitments faced by public board members and will not overburden them with unnecessary minutiae that would detract from their core responsibilities.

It is also imperative that the Chancellor be able to work effectively with external constituencies such as the Governor's office, state legislature, and other state agencies. I have had the opportunity to develop this experience from many perspectives – in my roles at the IBHE, the Universities of Illinois and Wisconsin, as a legislative staffer, and as a consultant. My experiences have taught me that credibility with the executive and legislative branches is only gained through a demonstrated responsiveness to their needs, a reputation for providing timely and accurate information, and unquestionable integrity in all situations.

Equally important is the ability for the individual in this position to develop and sustain effective working relationships with campus leaders, faculty, and staff. As noted in my resume, I have significant experience in working collegially and productively with the broad spectrum of

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individuals and interest groups throughout higher education in various settings. I have a deep appreciation for the varied roles and responsibilities within a state system of higher education and the unique perspectives and missions therein. Moreover, I have a solid understanding of the role of a statewide coordinating board in considering and balancing these many different points of view while working together toward a common statewide vision for postsecondary education.

It is also critical that the Chancellor be able to lead, motivate, and manage the staff of the Board of Regents. I have had experience in directing the work of professional and support staff in different organizational settings, and have learned that a major key to success is to set a clear framework and direction for what needs to be done and to create a sense of excitement and ownership in the work process and product. I also strive to promote a collegial atmosphere where individuals feel comfortable in expressing different points of view, and particularly enjoy mentoring staff to achieve their goals and fully utilize their talents within the organization.

On a related matter, I also have significant experience in keeping multiple projects and initiatives effectively moving forward at the same time. This is key in an organization such as the Board of Regents, where on any given day staff will be dealing with major policy initiatives, responding to information requests from the Governor's office and/or legislative committees, and preparing agenda items for an upcoming Board meeting, along with the many other more routine activities of a state higher education coordinating agency.

A common thread through each of the previously described qualifications is the ability to communicate effectively with many different individuals, groups, and constituencies. I have experience in, and am comfortable with, speaking to large groups, small groups, legislative bodies, and the media. I also have significant experience in the use of written communication across many venues to inform, persuade, and clarify.

On a more personal level, I am organized, hard-working, and energetic; have a good sense of humor and self-deprecation; and function well in ambiguous and high stress situations. Such personal attributes are integral to success in this position.

In summary, I feel that I have the base of experience and demonstrated abilities necessary to successfully address the many opportunities and challenges facing the next Chancellor. I would greatly welcome the opportunity to talk further with you and others regarding my qualifications for, and interest in, this position. I look forward to hearing from you soon.

Sincerely,

Daniel T. Layzell

Attachments