

Daniel T. Layzell

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Work

University of Illinois
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Professional Experience

University of Illinois, Urbana, Illinois

Assistant Vice President for Strategic Planning and Policy Analysis: 2005 – Present

Working in collaboration with senior leadership and staff across the University, provide senior staff support for strategic planning activities and processes including the ongoing evaluation of University strategies, analysis and development of new competitive strategies, and management analysis to support strategy implementation, execution, and evaluation. Specific responsibilities include the following:

- Coordinating development of planning materials and facilitating strategic planning sessions.
- Supporting development and submission of University, campus, and unit-level plans.
- Developing and implementing frameworks and processes to facilitate effective strategy execution at all levels of the University organization.
- Preparing periodic reports for the University's Board of Trustees and senior leadership on the strategic plan and progress toward stated objectives.
- Conceptualizing and leading other analytical studies regarding a variety of University planning, budgeting, and management issues.

Illinois Board of Higher Education, Springfield, Illinois

Deputy Director for Planning and Budgeting: 2002 – 2005

Working with the Board, Executive Director, and other senior staff, provided leadership and counsel in planning, policy development, budgeting, and information systems for the Board of Higher Education. Specific responsibilities included the following:

- Developing the ongoing agency and system planning schedule and monitoring schedule activities.
- Leading the ongoing development and implementation of the Board's strategic plan for higher education (*The Illinois Commitment*), and supervising the assessment of institutional connections to the plan's goals and objectives (e.g., implementation of performance indicators, annual results reports).
- Leading the development of the Board's annual budget recommendations for higher education operations, grants, and capital improvement projects to be submitted to the Governor and General Assembly.
- Working with staff in the Governor's Office and General Assembly to provide information and respond to requests regarding budget- and policy-related issues.
- Conceptualizing and writing policy papers analyzing issues pertaining to higher education finance and other policy areas.
- Coordinating statewide information systems activities that support and inform Board planning, budget, and policy development initiatives.

In addition, was directly responsible for the day-to-day management and supervision of 11 professional and support staff in fiscal affairs and information systems.

Deputy Director for Planning and Technology: 2001 – 2002

Worked with the Board, Executive Director, and other senior staff in providing leadership and counsel in all areas of policy planning for the Board of Higher Education. Specific responsibilities included the following:

- Taking a lead role in further implementing *The Illinois Commitment* through the conceptualization and implementation of performance indicators and other accountability mechanisms.
- Overseeing the Board's \$100 + million grants programs which support a variety of policies and initiatives from meeting the needs of underserved areas to minority student achievement.
- Coordinating various statewide and regional planning and technology initiatives.
- Continuing development of the Board's information systems to more effectively inform policy decisions under the *Illinois Commitment* and other Board initiatives.

In addition, was directly responsible for the day-to-day management and supervision of 11 professional and support staff in grants administration and information systems.

MGT of America, Inc., Tallahassee, Florida

Partner: 2000 – 2001

Principal: 1997 – 2000

Senior Associate: 1997

Provided advice, consultation, and implementation assistance to a wide variety of clients on higher education-related issues in the following areas:

- State- and system-level planning and policy studies
- Academic program needs assessments at the state, regional, and community levels
- The development of state- and system-level funding models for public colleges and universities
- The development of state- and system-level performance indicator systems and performance funding models
- Enrollment management and strategic market research studies
- State, system, and institutional financial planning and analytical studies
- Campus facilities master planning
- Campus-based organizational and management reviews

Consulted with state coordinating boards, system offices, state legislatures, individual institutions, and higher education associations in 18 states across the U.S. and one foreign country. A partial list of clients includes:

- Council for Higher Education Accreditation
- Florida Postsecondary Education Planning Commission
- Florida State University
- United Faculty of Florida
- Illinois Board of Higher Education
- Illinois Math and Science Academy
- Indiana Commission on Higher Education/Vincennes University
- Iowa Board of Regents
- Maryland Higher Education Commission
- University and Community College System of Nevada

- New Jersey Commission on Higher Education
- University of North Carolina General Administration
- University of North Florida
- University System of Georgia
- Oregon University System
- Pennsylvania House of Representatives
- Pennsylvania State System of Higher Education
- Spanish Council of Universities/U.S. State Department
- Quad Cities Graduate Study Center
- South Carolina Commission on Higher Education
- Virginia General Assembly
- University of Wisconsin Colleges

In addition to consulting activities, was responsible for new business development, client relations, and supervision of higher education practice area professional staff.

University of Wisconsin System Administration, Madison, Wisconsin

Director, Office of Policy Analysis and Research: 1994 – 1997

Senior Policy and Planning Analyst: 1993 – 1994

Policy and Planning Analyst: 1992 – 1993

Provided direction and supervision to the UW System's Office of Policy Analysis and Research (including eight professional and support staff), which included the conceptualization and generation of policy-relevant research and information for the UW Board of Regents, System officers, campus administrators, and external constituencies (e.g., the Wisconsin Legislature).

In addition, had a lead role in the UW System's accountability-related activities and in coordinating analytical support to facilitate academic program planning and reviews. As part of this assignment, directed a System task force charged with the redesign of the UW System's 20 year-old instructional workload and costing information system.

Arizona Joint Legislative Budget Committee, Phoenix, Arizona

Higher Education Research/Fiscal Analyst: 1991 – 1992

Designed and conducted studies on specific higher education policy issues in response to the needs of the members of the Arizona Legislature. Analyzed annual operating budget requests from the public universities and community college system, and developed budget recommendations for consideration by the Legislature. Prepared fiscal notes in support of specific legislation introduced by members of the Legislature.

Illinois Board of Higher Education, Springfield, Illinois

Assistant Director for Fiscal Affairs: 1988 – 1991

Research Associate: 1987 – 1988

Analyzed and developed recommendations regarding the annual operating budget requests from the Illinois Student Assistance Commission, State Universities Civil Service System, and State Universities Retirement System. Administered the Board's formula grant programs for public and non-public institutions of higher education (Financial Assistance Act for Non-Public Institutions of Higher Education, Engineering Equipment Grant Program, Health Services Education Grants Act). Designed and conducted ad hoc policy studies on a variety of topics.

Teaching, Service, and Other Appointments

North Central Association - Higher Learning Commission

Consultant-Evaluator, HLC Peer Review Corps: 2006 to Present

National Center for Public Policy and Higher Education

Selected as a National Center Program Associate: 2003-04

University of Illinois at Urbana-Champaign

Adjunct Faculty Member, Graduate Program in Higher Education: 2001 to Present

Teach graduate courses in higher education economics and finance, and organization and control.

Florida State University, Tallahassee, Florida

Adjunct Faculty Member, Graduate Program in Higher Education: 1998 – 2000

Taught graduate courses in higher education finance and state education policy

University of Wisconsin, Madison

Adjunct Faculty Member, Graduate Program in Higher Education: 1994 – 1996

Taught graduate courses in higher education finance and higher education politics and policy

Education

Florida State University, Tallahassee, Florida

Ph.D., Higher Education Administration with a minor in Public Administration, December 1988

University of Illinois at Urbana-Champaign

A.M., Labor and Industrial Relations, January 1986

Illinois College, Jacksonville, Illinois

B.A., Economics and Business Administration, May 1985 (*Completed coursework and other graduation requirements in August 1984*)

Selected Publications and Presentations

Changing priorities and the evolution of higher education finance in Illinois (with F. King Alexander). What's Happening to Public Higher Education?, R.G. Ehrenberg, ed., ACE/Praeger Series on Higher Education, 2006, Praeger Publishers: Westport, CT, pp. 135-157.

The changing financial and policy role of state governments regarding higher education and prospects for the future. The Journal of Educational Considerations. Vol. 31, No. 1, pp. 21 – 33, Fall 2003.

An overview of higher education costs: concepts, measurement, and policy issues (with J.K. Caruthers). Planning in Higher Education, Vol. 30, No., pp. 6 – 14, Spring 2002.

“Performance indicators and performance-based funding in U.S. higher education.” Invited presentation to the Spanish Council of Universities, Madrid, Spain, May 2000.

Higher education's changing environment: faculty productivity and the reward structure. Faculty Productivity: Facts, Fictions, and Issues, W. Tierney, ed., Vol. 15, Garland Studies in Higher Education, 1999, pp. 3-38.

Budget and budget-related policy issues for multi-campus systems (with J.K. Caruthers). The Multicampus System: Perspectives on Practice and Prospects, J. Gaither, ed., 1999, Stylus Publishing: Sterling, VA, pp. 110-127.

Campus master planning and capital budgeting (with J.K. Caruthers). Roles and Responsibilities of the Chief Financial Officer, L. Lapovsky and M. Moak, eds., New Directions for Higher Education, No. 107, Fall 1999, pp. 73-82.

Linking performance to funding outcomes for public institutions of higher education: the U.S. experience. European Journal of Education (special issue on innovations in funding higher education), Vol. 33, No. 1, March 1998, pp. 103-112.

Editor of Enrollment Management and Revenue Forecasting: Issues, Trends, and Methods, New Directions in Institutional Research, Vol. 93, July 1997.

Developments in state funding for higher education. Handbook of Theory and Research in Higher Education, Vol. 11, John Smart, ed., December 1995.

Developing faculty as an asset in a period of change and uncertainty (with C.D. Lovell and J.I. Gill). Integrating Research on Faculty: Seeking New Ways to Communicate About the Academic Life of Faculty – proceedings from the 1994 conference sponsored by NCES, AIR, and AASCU, March 1996, NCES 96-849, pp. 93-110.

State funding formulas for higher education: trends and issues (with M.P. McKeown). Journal of Education Finance, Vol. 19, No. 3, 1994, pp. 319-346.

A case study of faculty workload issues in Arizona: implications for state higher education policy (with S.M. Jordan). State Higher Education Executive Officers Report. November 1992.

Tight budgets demand studies of faculty productivity. Chronicle of Higher Education, pp. B2-B3, February 19, 1992.

Doing more with less: the financial realities of higher education. A review essay of The Economic Value of Higher Education and The Economics of American Universities in The Review of Higher Education, Vol. 15, No. 2, 1992, pp. 233-244.

Budgeting for higher education at the state level: enigma, paradox, and ritual (with J. Lyddon). ASHE-ERIC Higher Education Report No. 4, Association for the Study of Higher Education: Washington, DC, 1990.

Most research on higher education is stale, irrelevant, and of little use to policy makers. Chronicle of Higher Education, pp. B1, B3, October 24, 1990.

Will future labor demand fit supply? Illinois Issues, Vol. 16, No. 5, pp. 17-19, May 1990.

Tuition prepayment: policy issues and alternatives (with R. Hodel). Journal of Education Finance, Vol. 15, No. 1, 1989, pp. 21-33.

Pay now, pay later: is tuition prepayment the answer? Educational Record, Vol. 69, No. 3, Winter 1988, pp. 16-19.

Professional Associations

National Association for College and University Business Officers
Society for College and University Planning
Illinois Association for Institutional Research