

## Carol Geffner, Ph.D.

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## Curriculum Vitae

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Professor of Practice in Governance, Management and the Policy Process, and Director of the Executive Master of Leadership Program at University of Southern California. Over twenty years serving as a strategic advisor, consultant and coach to CEOs, executive teams and Boards of Directors on strategy, executive team alignment, large-scale transformation and organizational performance in the public, private and non-profit sectors. Extensive experience in Healthcare, Education, Media, Financial Services and Retail.

## Education

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- **Doctor of Philosophy (Ph.D.)** with specializations in Adult Learning and Cognitive Development, Management and Organization, and Women in Leadership - Claremont Graduate University, CA (1991)
- **Master's of Public Administration (M.P.A.)** - University of Southern California, CA (1978)
- **Bachelor of Arts Degree (B.A.)** - University of Toronto, Canada (1974)
- **Director's Institute, Formal Certification for Board of Director Candidates** - University of California, CA (2008)
- **Executive Education Program** - Stanford University, CT (2001)

## Academic Appointments

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### UNIVERSITY OF SOUTHERN CALIFORNIA

Los Angeles, CA

7/16-Present

**Professor** of Practice in Governance, Management and the Policy Process

**Director** of the Executive Master of Leadership Program

Directs a graduate program focused on improving leadership capabilities for mid-senior level managers in the public, private and nonprofit sectors. The program enhances the human capabilities to lead with greater self-awareness and ability to improve organizational performance.

### PETER F. DRUCKER AND MASATOSHI ITO GRADUATE SCHOOL OF MANAGEMENT

Claremont Graduate University, Claremont, CA

1993-1995

**Associate Professor** at the Peter F. Drucker and Masatoshi Ito Graduate School of Management at Claremont Graduate University

### CHAPMAN UNIVERSITY

Orange, CA

1985-1990

**Associate Professor**

Instructed undergraduate and graduate students in the fields of Management, Leadership, Organizational Behavior and Communications.

## Professional Experience

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**NEWPOINT HEALTHCARE ADVISORS (formerly ArpeggioHealth, LLC)**  
Newport Beach, CA/Boston, MA/Denver, CO/Phoenix, AZ/St. Louis, MO

1/07-Present

### **President**

Launched a successful, national healthcare firm offering strategic advisory and consulting services to healthcare organizations in the following areas: Affiliations, Acquisitions & Mergers, Strategy, Organizational Performance, Healthcare Reform Readiness, and Transformation & Innovation. Partner with executive leadership in identifying critical needs, developing viable strategies, and effecting growth-oriented change within complex and highly political environments. Improve communication practices on both the individual (CEO and C-Suite) and organizational levels. Recognized for thought leadership and consistently providing innovative, high-quality solutions to pressing healthcare challenges.

- Advise CEOs and members of the C-Suite, bringing a unique macro and micro focus towards driving large-scale transformation and growth of not-for-profits, independent community hospitals, integrated healthcare systems, critical access hospitals, District Authorities, FQHCs, City/County hospitals, and Long-Term Care and Senior Living facilities. Noted for expertise in strategy development and execution, executive leadership development and culture transformation.
- Fostered an engaged and high-performance culture within an integrated system through strategic and operational initiatives completed in collaboration with CEO. Partnered with executive team in developing an environment of greater commitment and accountability, enhancing leadership of enterprise-wide change and improving performance results.
- Achieved significantly improved organizational collaboration and performance through strategic planning initiative executed at the behest of a major academic medical center. Executed thorough analysis of business requirements, identified untapped opportunities, and collaborated with executive leadership, physicians and faculty on changes designed to grow revenue, decrease operating costs, and consistently deliver excellent primary care to the community.
- Served as the strategic advisor to CEO and executive team of a 420-bed hospital, successfully leading large-scale change and introducing the practices necessary for a competitive, customer-focused organization. Emphasis placed on achieving greater employee engagement and leadership alignment as well as improving enterprise-wide communication.

**GEFFNER AND ASSOCIATES**  
Irvine, CA

2/02-1/07

### **Consultant, Executive Coach, Interim Executive (CEO, COO, CAO)**

Offered guidance, coaching and strategic assistance to CEOs spanning multiple industries, including Healthcare, Education, Financial, Hospitality and Retail. Recruited to serve in interim C-level positions to improve strategy, operations and overall performance. Established a reputation for helping leaders and organizations adapt quickly to market changes, resulting in enhanced customer satisfaction and staff performance gains.

- Provided consulting and coaching to senior executives across a broad array of industries on executive team development, alignment, strategy, change and technology implementation. A partial list of clients includes Countrywide Financial Services, OptumRx, Taco Bell, Balboa Insurance, ABC, Fredericks of Hollywood and California Family Health Council.
- Established organizational framework and infrastructure in support of 700% growth and ongoing expansion of California's largest not-for-profit after school program. Served subsequently as Interim COO, with a particular emphasis on building effective client relationships, enhancing talent recruitment and performance management.
- Served as interim CEO for third-party medical administrator with at-risk competitive market position, creating a new business strategy and operational systems, and guiding implementation of first Electronic Medical Record (EMR) system. Garnered significant improvements in data analytics, client development and retention, and business sustainability.
- Achieved major efficiency gains and significantly improved the customer experience as Chief Administrative Officer for leading clinical weight management provider serving over 15M patients. Planned and executed company-wide analysis resulting in changes such as successful implementation of electronic patient management system across 34 retail locations, and redesign of Human Capital function and processes.

**FREEDOM COMMUNICATIONS**  
Irvine, CA

12/00-2/02

**President, Shared Services, Chief Learning Officer (CLO)**

Selected for newly created position of CLO for a \$1.5B integrated media company encompassing 67 newspapers, 10 television stations, and NY-based magazine division, supporting business strategy through the development and introduction of national learning and knowledge management capabilities. Excelled in strengthening business and realizing the untapped potential of staff and operations, leading to appointment as President of Shared Services and leadership of Marketing and Communications, Human Resources, Risk Management and Purchasing. Co-led Information Technology with CEO.

- Developed first company-wide learning function for 9500 employees, drawing upon insights from comprehensive business analysis and evaluation of budget allocations for training-related activities.
- Led the design and development of the first executive and leadership development program at Freedom Communications to build greater strategic leadership and management capabilities aligned with changing industry and company needs.
- Generated \$5.4M in savings within 9-month timeframe by providing executive leadership for Risk Management and Purchasing functions, including the negotiation/re-negotiation of enterprise-wide contracts.
- Led company-wide consolidation of 52 health insurance plans into a competitive offering with multiple plan options, driving a marked decrease in healthcare spending while improving quality of service to staff.

**RIGHT MANAGEMENT CONSULTANTS**  
Philadelphia, PA

12/95-12/00

**Regional Vice President, Organizational Consulting Practice Leader**

Managed growth and development of first Organizational Consulting business for 6 offices, generating \$4M in revenues within 18-month period.

- Led senior consulting team in delivering client-centered solutions in diverse businesses such as AT&T, Deutsche Bank, Baxter Healthcare, SEMPRA Energy, and St. Joseph's Healthcare.
- Co-developed innovative executive and management development program for several hundred select leaders in the fast changing cellular industry.
- Co-developed first executive coaching model for the U.S. market and participated in global consortium focused on the development of coaching models and sustained growth of product line.

**CLAREMONT GRADUATE UNIVERSITY**  
Claremont, CA

1/93-11/95

**Executive Director, Career Placement Center**

Enhanced diversity and effectiveness of offerings for Career Services Center catering to 14 academic departments, working collaboratively with staff and utilizing data-driven insights towards improving operations. Pursued and established corporate relationships yielding new opportunities.

**Professional Memberships and Activities**

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- University of Southern California, Sol Price School of Public Policy, Health Advisory Board
- Peter F. Drucker and Masatoshi Ito Graduate School of Management, Claremont Graduate University, Industry Advisory Board
- American College of Healthcare Executives
- Hospital Association of Southern California
- Former Board Member, United Way of Orange County

## Select Publications

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### **Featured Publications:**

- “Hospital C-Suites: Leading Disruptive Change” – authored/published white paper with Witt/Kieffer. 2014.
- Executive Insight feature article, “The Transforming Healthcare CEO–Exploring the new tool chest” – co-authored with Chris Corwin, Witt/Kieffer. October 13, 2014.
- Becker’s Hospital Review, “Reinventing Healthcare: 5 Strategies for Successfully Leading Change” – co-author, Witt/Kieffer. 2014.
- Trustee Magazine, “Enlightened Interdependence - Considering a merger? Step Back And Take Another Look At The Options” – co-author, Joe Lupica, Newpoint Healthcare Advisors. 2012.

### **Articles (where cited as Content Expert):**

- Hospitals and Health Networks cover article “The New Health Care CEO”. 2015.
- American Journal of Medical Quality, “CEO Perspectives on Leading Sustainable Change” UHC Annual Conference panel 2014.
- USC Sol Price School of Public Policy article “Adventures in Healthcare Leadership: Charting New Waters”. 2015.
- Becker’s Hospital Review, “5 Tips for Hospital Executives Tackling New Challenges”. 2014.
- Becker's Hospital Review, “Religious-Secular Hospital Mergers: How to Make Them Work”. 2013.

## Select Presentations

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- UHC Annual Conference, Las Vegas, NV: Panelist presenting “CEO Perspectives on Leading Sustainable Change”. 2014.
- HFMA Southern California & San Diego-Imperial Chapters Fall Conference: Panel, “Feedback from the C-Suite”. September 9, 2014.
- Becker’s Hospital Review 5<sup>th</sup> Annual Conference, “Changing Your Executive Leadership Capabilities to Meet New Challenges Facing Hospitals”. 2014.
- Health Care Executives of Southern California Annual Conference: Panel “Drivers of Change Impacting Delivery of Care”. 2013.
- Guest lecturer at Claremont Graduate University and University of California, Irvine.