

2024

GOVERNOR MIKE DEWINE  
AND THE OHIO DEPARTMENT OF HIGHER EDUCATION

# Trustees CONFERENCE



**AGENDA · SPEAKER BIOGRAPHIES**



Department of  
Higher Education



## PURPOSE

At Ohio's 37 public institutions of higher education, the Boards of Trustees are statutorily authorized governing entities with a significant level of influence and responsibility over public higher education outcomes. This one-day training and orientation session will provide an overview of the information, tools, and resources necessary to allow trustees to appropriately navigate the many duties and obligations of their critical positions.

## CHECK-IN AND REGISTRATION

8:15AM - 9:00AM

\*COFFEE AND LIGHT PASTRIES PROVIDED

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## GREETINGS FROM PRESIDENT HARRISON

9:00AM - 9:05AM

DR. DAVID HARRISON, PRESIDENT, COLUMBUS STATE COMMUNITY COLLEGE

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## CHANCELLOR DUFFEY'S WELCOME

9:05AM - 9:15AM

MIKE DUFFEY, CHANCELLOR, OHIO DEPARTMENT OF HIGHER EDUCATION

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## GOVERNOR DEWINE – TRUSTEES ADDRESS

9:15AM - 9:45AM

MIKE DEWINE, GOVERNOR, STATE OF OHIO

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## FINANCIAL OVERSIGHT – YOUR ROLE AS A TRUSTEE

9:45AM – 10:30AM

HAVEN LADD, PARTNER, ERNST & YOUNG, LLP

ELIZABETH PALMER, SENIOR DIRECTOR, ERNST & YOUNG, LLP

For decades, rising enrollment drove expansion of colleges and universities nationally. Today, declining birth rates and college-going rates, shifting student preferences, and increased competition are creating a rapidly changing environment. As a trustee, what can you do to best position your institution? Experts from Ernst & Young provide an overview of financial metrics on which all trustees should be focused, together with examples of best practices that position institutions to emerge stronger than their competition.

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## BREAK

10:30AM - 10:45AM

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## EFFECTIVE BOARD CONDUCT

10:45AM - 11:30AM

DR. MARY A. PAPAIZAN, EXECUTIVE VICE PRESIDENT,

ASSOCIATION OF GOVERNING BOARDS OF UNIVERSITIES AND COLLEGES (AGB)

Board members have duties under state law that faculty members, students, and administrators do not. But what are those responsibilities, and how can board members and boards as a whole best fulfill them? Participants in this session will get a solid grounding in board responsibilities and effective organizational approaches. Participants will explore the habits and hallmarks of highly effective boards.

**CENTERS FOR CIVICS, CULTURE,  
AND SOCIETY AT STATE UNIVERSITIES**

**11:30AM - 12:00PM**

**DENNIS LIEBERMAN, LEE STRANG; MODERATOR: JEFF KAPLAN**

The most recent state budget bill, HB33, established five centers broadly focused on civics, culture, and society at The Ohio State University, Wright State University, Miami University, Cleveland State University, and the University of Toledo. University leaders will describe progress to date, future work, and their vision for the centers.

**BREAK**

**12:00PM - 12:20PM**

**LUNCH PANEL – LEGISLATIVE PRIORITIES  
& FINDING COMMON GROUND ON CAMPUS**

**12:20PM - 1:05PM**

**CHAIRMAN JERRY C. CIRINO, CHAIRMAN TOM YOUNG;  
MODERATOR: JIM TRESSEL, PAST PRESIDENT, YOUNGSTOWN STATE UNIVERSITY**

Within the past few years, legislative leaders in Ohio have joined many other states in introducing significant legislative reforms regarding higher education. Included in this conversation are topics raised by Governor DeWine, including the Science of Reading, maximizing opportunity for every Ohioan, and the importance of measuring workforce outcomes in higher education. Hear directly from legislators on these topics and others with an eye toward the next state budget and beyond.

**BREAK**

**1:05PM - 1:15PM**

**NATIONAL TRENDS IN HIGHER EDUCATION  
– PUBLIC OPINION & MARKET SHIFTS**

**1:15PM - 2:00PM**

**ZACH HRYNOWSKI, SENIOR EDUCATION CONSULTANT, GALLUP**

Public opinion in higher education is rapidly changing. Hear insights from Zach Hrynowski on Gallup’s national poll that generated headlines last year and the results and conversations occurring since then, followed by an overview of broad themes disrupting higher education and approaches being utilized by many colleges and universities to adapt to this changing environment.

**ACADEMIC PROGRAM REVIEW  
AND ALIGNMENT**

**2:00PM - 2:45PM**

**DR. BOB HAAS, PROVOST & CHIEF STRATEGY OFFICER, MARION TECHNICAL COLLEGE, DR. MIKE SHERMAN, VICE PRESIDENT FOR STUDENT AFFAIRS, INSTITUTIONAL EFFECTIVENESS AND BOARD PROFESSIONAL, YOUNGSTOWN STATE UNIVERSITY (YSU), DR. JENNIFER PINTAR, PROVOST-DESIGNATE & VICE PRESIDENT OF ACADEMIC AFFAIRS, YSU**

Student preferences and demographic changes are prompting colleges and universities to analyze programs in consideration of enrollment trends, while at the same time investing in growing sectors such as STEM and professional degrees. Beyond the alignments necessary to put colleges and universities on

a solid financial footing, this session will explore the importance of workforce outcomes as a topic referenced by Governor DeWine in his 2024 State of the State address and offer thoughts on how institutions might tie together program review and workforce outcomes using evidence-based approaches.

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**PROGRAMS THAT WORK**

**2:45PM - 3:30PM**

**- MEANINGFUL BUSINESS AND INDUSTRY PARTNERSHIPS**

**DR. MARCIA J. BALLINGER, PRESIDENT, LORAIN COUNTY COMMUNITY COLLEGE**

**DR. GREGORY P. CRAWFORD, PRESIDENT, MIAMI UNIVERSITY**

In a tight labor market, Ohio institutions are enjoying success partnering with private sector employers to utilize tax exemptions for tuition payments, internships/co-ops, and “earn and learn” models. Some of these partnerships contemplate “ladders” for students, progressing from credential to associate degree, bachelor’s degree, and beyond. This session provides a detailed overview of Lorain County Community College’s microelectronic manufacturing workforce partnership followed by the Miami University Work+ program. What works and what doesn’t? Hear the answers from institutions and employers.

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**BREAK AND TRAVEL TO GOVERNOR’S RESIDENCE**

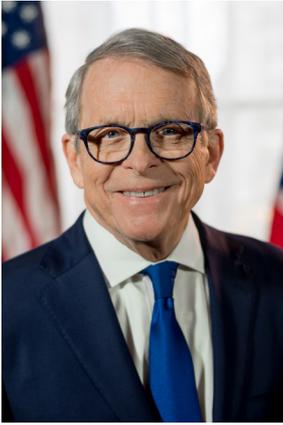
**3:30PM - 4:30PM**

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**TRUSTEES RECEPTION AT GOVERNOR’S RESIDENCE**

**4:30PM - 6:00PM**

**TRUSTEES AND PRESIDENTS ONLY**



**Mike DeWine's** story is a true Ohio story. Raised in Yellow Springs, Ohio, Mike DeWine and Fran (Struewing) met in the first grade and married while students at Miami University. They've been blessed with eight children, 28 grandchildren, and one great-grandchild. Family is at the core of everything Mike DeWine does, and that's why he has devoted his life to fighting for Ohio's families. He knows when families are strong, Ohio communities are stronger, and our future is bright.

Mike DeWine loves Ohio and cares passionately about our state's future. He

will fight for an Ohio that works for everyone – every person and every family in every corner of our state. From world class cities to some of the best small towns in America, Mike DeWine knows that to build our state into an economic powerhouse, we must have strong schools, a great quality of life, and compassion for those who need our help.

Mike DeWine's family started a seed company in Yellow Springs. Working alongside his parents and grandparents, Mike learned early the value of hard work, strong leadership, and fiscal responsibility.

Growing up, he loaded seed bags onto trucks and boxcars, shoveled wheat out of trucks during harvest, worked in wheat fields to help ensure the purity of the seed, and basically did whatever it took to get the job done for their customers. Inseparable to the end, his parents were married for 65 years and died within four days of each other. The values he learned from them still live within him today.

On November 6, 2018, Mike DeWine was elected to serve as the 70th Governor of the State of Ohio. The Governor has had a long and distinguished career in public service, focusing on protecting Ohio children and families. He was previously the 50th Attorney General of Ohio and has previously been elected to serve as Greene County Prosecutor, Ohio State Senator, U.S. Congressman, Ohio Lt. Governor, and U.S. Senator.



**Mike Duffey** was appointed by Governor Mike DeWine the 11th Chancellor of the Ohio Department of Higher Education (ODHE) in January 2024.

As Chancellor, he oversees the state's two-year and four-year colleges and universities and Ohio Technical Centers. In addition, the Chancellor provides policy guidance to the Governor and the Ohio General Assembly and carries out state higher education policy.

Prior to being named Chancellor, Mike Duffey served ODHE as Senior Vice Chancellor for five years, collaboratively working on policy proposals for the administration, that include tuition

guarantees, transcript release, student debt relief, short-term credentials, Ohio's new merit scholarship, increases to need-based aid, and support for innovation and technology commercialization, among other topics.

Before the DeWine-Husted administration, Duffey served eight years in the Ohio House of Representatives, where he chaired the Higher Education and Workforce committee, vice-chaired the legislature's Joint Committee on College Affordability, and co-chaired the Ohio Tuition Trust Authority.

Duffey currently serves as the Governor's designee on the Midwestern Higher Education Compact. From November 2021 to August 2022, he chaired the State Committee on Computer Science. And from 2019 to 2021, he also served as deputy director of InnovateOhio, an initiative led by Lt. Governor Jon Husted in support of innovation and entrepreneurialism.

As State Representative, Duffey sponsored legislation that established the Chancellor's authority to review special fees, and the state auditor's authority to conduct performance audits of Ohio's public colleges, and he led efforts to involve students in college governance. Duffey was the primary sponsor of HB1, the legislation that created JobsOhio in 2011.

Among sports fans, Duffey is known for having initiated the legal theory and evidentiary basis for the state lawsuit that saved the Columbus Crew Major League Soccer franchise. For this work, he received the Spirit of Columbus award from The Columbus Foundation.

Duffey has a Master of Business Administration from The Ohio State University and a bachelor's degree in political science from the University of Michigan. He graduated as a Weidler Scholar at The Ohio State University. Prior to serving in the legislature, Duffey was twice elected to Worthington City Council and worked in the private sector in external relations, communications, and journalism.

Duffey and his wife, Lindsay, a public-school teacher and librarian, live in Worthington and are the parents of two children, Jack and Annie. The family has two goldendoodles, Comet and Clover.



**Dr. David Harrison** was appointed president of Columbus State Community College in 2010. With more than 40,000 students, Columbus State is one of the largest, most comprehensive, and most diverse colleges in Ohio. Dr. Harrison and the Columbus State team have had a strong, consistent focus on equitable student success through partnerships. In 2019 Columbus State received the Leah Meyer Austin Award from the national organization Achieving the Dream, recognizing the college demonstrating significant advancements in student success with an emphasis on equity.

Since 2010 Columbus State has more than tripled its graduation rate and has significantly improved opportunities for low-income students and students of color.

Under Dr. Harrison's leadership, Columbus State has developed deep partnerships with universities to open access to affordable bachelor's degrees through innovative 2+2 and 3+1 pathways; has expanded access to postsecondary opportunities to high school students, serving over 8,000 high school students annually; and has developed creative partnerships with employers to address regional workforce needs.

Columbus State has become a proving ground for public-private partnerships, bringing together employers, social service groups, philanthropic organizations, and local, state, and federal agencies to develop innovative programs to help students, families, and communities.

Prior to joining Columbus State, Dr. Harrison served in leadership roles at the University of Central Florida, Seminole State College, and Sinclair Community College. He also served as a consulting manager with Accenture. He earned a PhD from The Ohio State University, an MBA from the Katz Graduate School of Business at the University of Pittsburgh, and a Bachelor of Chemical Engineering from the University of Dayton. He and his wife, Tracy, have three grown children: Julie, Mark, and Sam.



**Dr. Marcia J. Ballinger**, Lorain County Community College's fifth president, has more than 30 years in community college leadership roles where she has led innovative policy and program development that leverages the community college mission to drive economic growth and prosperity for communities and individuals. Most recently, Harvard's Project on Workforce profiled LCCC as one of five exemplary community colleges in the country for innovative practices in driving shared economic prosperity in the book, "America's Hidden Economic Engines." Under Dr. Ballinger's leadership, LCCC has developed a comprehensive portfolio of programs and resources aimed at igniting economic and talent growth. These include entrepreneurial support, such as a start-up tech incubator, pre-seed funding opportunities, and a sensor/microelectronic commercialization center. Additionally, LCCC's Fab Lab is recognized as the nation's first SuperLab, aiding entrepreneurs in bringing their ideas to life.

Dr. Ballinger contributes to advancing workforce and economic development nationally and regionally, serving on boards including Advanced Robotics Manufacturing (ARM), Ohio Association of Community Colleges (OACC), Team NEO (co-chairing Team NEO's Talent Development Council), the Manufacturing Advocacy and Growth Network (MAGNET), The Fund for Our Economic Future, One Lorain County, and others. She holds a Ph.D. in community college Leadership from Walden University, an MBA from Kent State University, and a BA in journalism from Indiana University of Pennsylvania.



**Senator Jerry C. Cirino** is currently serving his first term in the Ohio Senate, representing the people of Lake County and portions of Cuyahoga County. He brings proven leadership and considerable business expertise to state government, as well as a keen understanding of local government from his four recent years as a Lake County Commissioner.

Senator Cirino spent many years leading companies in the medical device arena. Now retired, he was the founding CEO of SourceOne Healthcare Technologies in Mentor and was instrumental in bringing hundreds of new jobs to Lake County and Ohio through his work as a business leader. Active in his community, Senator Cirino has previously served as chairman of the board of trustees of Lakeland Community College and was a board member of Lake Heath Systems and Lake Erie College. Additionally, he continues to serve on boards of numerous companies and not-for-profit organizations.

He holds a Bachelor of Science in business and an MBA from Lake Erie College in Lake County. In 2005, he was awarded the honorary degree of Doctor of Humane Letters, following his commencement address.

Senator Cirino and his wife, Donna, have been married for 50 years and have lived in Lake County for over 40 years, where they raised their nine children. They now have 37 grandchildren, most of whom reside in Lake County.



**Dr. Gregory P. Crawford** is entering his ninth year as the 22nd president of Miami University. A physicist by training, Crawford began his research career at Xerox PARC and has launched two startup biotechnology companies based on his university research discoveries. He has leveraged his academic role to elevate entrepreneurship education, innovative research, and entrepreneurial startups at Brown University, the University of Notre Dame, and Miami University. He holds 16 U.S. patents and is co-founder of Corum Medical and Myomics. In addition, he has published more than 350 publications and articles and is a fellow of the National Academy of Inventors.



**Dr. Bob Haas** joined Marion Technical College as a business and IT faculty member in 2001 after a career in a local computer and Internet business. He has served in various roles at Marion Tech, including 10 years as the College's institutional research lead, and began working with the Ohio Department of Job and Family Service's Wage Match Database in 2016. He currently serves as Marion Tech's Provost and Chief Strategy Officer, with responsibilities over Marion Tech's academic programs, grant, and institutional research initiatives. He was a member of the River Valley Local School Board for 26 years and is completing his 14th year as a member of the Tri-Rivers Career Center School Board, and served for several years as a contracted regional coordinator for the Ohio Department of Higher Education's Career Transfer Assurance Guide (CTAG) initiative. He is a peer reviewer and student success mentor for the Higher Learning Commission, earned a BA in math education from Ohio Northern, an MA in adult learning and distance education from the University of Phoenix, and a PhD in higher education from the University of Toledo.



**Zach Hrynowski** is a senior education researcher at Gallup. He has contributed to more than 30 public sector survey research projects, primarily within Gallup's higher education practice, since joining Gallup in 2019. In his role, Zach conducts quantitative data analysis, authors internal and public release reports to highlight study findings, and assists in survey instrument design. He also contributes to Gallup's national higher education research and has been a writer for Gallup News. Prior to joining Gallup, Zach served as director of student programs at the National Council on U.S.-Arab Relations, where he administered the organization's academic programming for university students and faculty, which included conferences across the United States, internship programs, fellowships, and international study visits to the Arabian Peninsula. Zach received his bachelor's degree in political science from Northeastern University.



**Jeff M.S. Kaplan** brings over four decades of experience in healthcare and higher education administration, notably at The Ohio State University, where he held various roles from graduate assistant football coach to senior vice president. Following his tenure as secretary and senior advisor to the Board of Trustees, he became a trustee in April 2019. Kaplan's expertise spans areas such as medical center administration, fundraising, athletics, and legal affairs. He has also consulted for institutions including Syracuse University and Nationwide Children's Hospital. With a background in healthcare leadership, Kaplan served as an executive vice president at major healthcare systems in Nashville and as chief administrative officer of Vanderbilt University Medical Center. He holds degrees from Yale University and Ohio State's Moritz College of Law. Additionally, Kaplan is involved in philanthropy and resides in Galena, Ohio, with his wife, Darcy Kaplan, a nurse specializing in cardiology and critical care.



**Haven Ladd**, a partner at EY-Parthenon's Education practice, has specialized in advising US educational institutions and policymakers since 1997. His expertise spans growth strategies, performance management, financial planning, and organizational design. He leads transformational efforts for colleges and universities, focusing on financial sustainability and partnership opportunities. With a BA from Harvard and an MBA from Tuck School of Business, Dartmouth, Haven has shaped student outcomes across multiple sectors, including K-12 districts and higher education institutions.



**Dennis Lieberman** graduated from Miami University in 1975 with a B.A. from the College of Arts and Science with dual majors of political science and sociology. He continued his education at the University of Dayton School of Law, earning his J.D. in 1978. Dennis is a managing partner at Flanagan, Lieberman & Rambo. He specializes in the fields of civil litigation and criminal defense and has litigated all types of criminal, misdemeanor, and felony cases from both the defendant and plaintiff sides. Some of his most well-known cases include his firm's representation of the Ohio Teachers and Public Employment Retirement Funds in a class action lawsuit against Bank of America, which resulted in a large settlement for the Retirement Fund. He has also tried some of the most notorious and complex white-collar criminal cases. Dennis has been admitted and actively practices in federal, state, and municipal courts. He is an adjunct professor at the University of Dayton School of Law. He has volunteered to assist high school mock trial teams and has served on numerous local charitable boards.



**Elizabeth Palmer**, a senior director at EY-Parthenon's New York office, brings a wealth of experience in the education and nonprofit sectors since joining in 2011. Her diverse client portfolio includes colleges, public-school districts, curriculum providers, family services, and investors. With a focus on strategic planning, finance, and performance management, Elizabeth leads transformative efforts, analyzing program impact, conducting stakeholder engagement, and identifying revenue and cost-saving opportunities. Her expertise extends to budgeting and long-term financial planning, aiding organizations in addressing short-term deficits and enrollment shifts. A former Teach for America corps member, Elizabeth holds a BA in economics from Dartmouth College and an MA in K-6 special education from Brooklyn College.



**Dr. Mary A. Papazian**, executive vice president at the Association of Governing Boards for Universities and Colleges, boasts over 35 years in higher education. Formerly interim CEO of the Business Higher Education Forum and president of San José State University, she's navigated campuses through challenges such as Covid-19. With expertise in governance, strategy, and digital transformation, she's earned accolades, including #1 Most Transformative University by Money magazine. Previously, she held key roles at institutions such as Lehman College and Montclair State University. Active on national boards, she's a trustee for Haigazian University and involved with organizations including GlobalMindED. A Renaissance Literature scholar with degrees from UCLA, Dr. Papazian is a board-certified candidate, ESG advisor, and renowned speaker.



**Dr. Jennifer Pintar** graduated from Washington & Jefferson with a bachelor's degree in biology, followed by graduate degrees from the University of Pittsburgh in exercise physiology and public health. Working at Youngstown State University since 1999, she's held various roles, including interim provost, earning accolades including two Distinguished Professor in Teaching awards. Committed to transforming higher education, Jennifer's philosophy emphasizes engagement. With two college-bound daughters who share her passion for education and the outdoors, she balances her professional and personal endeavors.



**Dr. Mike Sherman** (UT-Austin) is currently vice president for student affairs, institutional effectiveness, and board professional at Youngstown State University (YSU). He joined YSU in 2018 having previously served as senior vice president, provost, and chief operating officer at the University of Akron for five years, before which he was a faculty member, inaugural school director, and vice provost at The Ohio State University for 25 years. His

higher education experiences are multifaceted and broad based across most every aspect of the operations of institutions of higher education, boards of trustees, as well as higher education “systems.” He has collaborated in many and various ways with the boards of trustees at each of the three institutions with which he has the privilege to serve. He has experience with academic program review for academic portfolio optimization at virtually every level of such a process. He was most recently executive on loan to the Ohio Department of Higher Education related to Eastern Gateway Community College.



**Lee Strang**, a distinguished scholar in constitutional law, joined the University of Toledo faculty in 2008 and gained tenure in 2010. He holds the John W. Stoepler Professorship of Law & Values since 2015. Previously, he served as a visiting Professor at Michigan State University College of Law. A graduate of the University of Iowa and Harvard Law School, Professor Strang has received numerous accolades, including awards from the University of

Toledo and recognition from the Georgetown Center for the Constitution. He was appointed to the Ohio Advisory Committee of the U.S. Commission on Civil Rights in 2016, later becoming its chair. In 2023, he became the inaugural director of the Institute of American Constitutional Thought & Leadership. Before academia, he clerked for Judge Alice M. Batchelder and practiced law at Jenner & Block LLP in Chicago. Professor Strang is an author, editor, and frequent presenter on constitutional law, with notable contributions to originalism and Catholic legal education. He is also actively engaged in debates, media contributions, and consulting on constitutional issues.



**James P. Tressel** served as Youngstown State University’s ninth president from July 2014 to February 2023. During his tenure, enrollment increased, the university welcomed its most accomplished freshman class, fundraising reached record levels, and various campus enhancements were made, including new student housing and city gateways improvements. Before his presidency, Tressel was the executive vice president for student

success at the University of Akron. He has a background in coaching, notably leading the YSU football team to success before coaching at The Ohio State University. From 2001 to 2010, he guided the Buckeyes to the 2002 National Championship, six Big Ten Championships, nine bowl appearances, seven 10-win seasons and an 8-1 record against the University of Michigan. Tressel is also an author and has received numerous coaching awards. He and his wife, Ellen, have been active philanthropists, contributing to various initiatives at YSU and beyond. They have four children: Zak, Carlee, Eric, and Whitney.



**Representative Tom Young** is in his second term serving the 37th House district, which encompasses southern Montgomery County including the communities of Centerville, Miamisburg, Germantown, Washington Township, Miami Township, and German Township. He is currently the chair of the House Higher Education committee and is a member of the Finance Committee, Health Provider Services Committee, Pensions Committee, and Joint Committee on Property Tax Review and Reform.





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