



THE OHIO STATE UNIVERSITY

# PRESIDENTIAL PROFILE

**Ohio State is a dynamic community of diverse resources,  
where opportunity thrives and where individuals transform  
themselves and the world.**



## The Ohio State University's vision is to be among the world's preeminent public comprehensive universities, solving problems of worldwide significance.

The university encompasses hundreds of degree programs, research centers, and interdisciplinary initiatives; a major medical center integrated with the main campus; championship athletic teams; a vibrant student and cultural life; five regional campuses; extension offices throughout the state; two international gateways; and a long history of community engagement. This breadth gives us unparalleled capacity to educate, to build cross-disciplinary research teams, and to address complex issues.

Our vision rests on our land-grant mission and our status as Ohio's flagship public university. The Ohio State University exists to advance the well-being of the people of Ohio and the global community through the creation and dissemination of knowledge. As one of the nation's leading public universities, we seek to expand human understanding; educate first-class problem solvers; apply original research to pressing problems, from the local to the global; and assure access to higher education.

The university is on a marked upward trajectory as we pursue our vision. Our leaders have developed a bold strategic framework that builds on our comprehensiveness, our success in stimulating collaboration across disciplines, and the strength of our land-grant heritage. Our strategic plan includes a commitment to ongoing assessment and adaptation to change. We enjoy a strong financial base and exceptional support from our alumni, the Ohio legislature, business and community leaders, and citizens of Ohio. The university's current financial position will allow the next president to set priorities and implement major initiatives.

**Most important, our vision rests on our distinctive culture.**

**At The Ohio State University, people matter. We enjoy a tradition of shared governance and community engagement; these are commitments that connect senior faculty with college freshmen, link distinguished researchers with community members, and enthusiastically welcome friends and alumni to campus. We seek a president who will cherish working with all of the people who contribute to Ohio State's success.**



## Leadership Qualities

To lead our dynamic, multifaceted institution, the president must have a record that includes strong evidence of the following qualities.

### Vision

Ohio State's next president must be able to articulate and implement a vision consistent with Ohio State's many strengths: our capacity to create distinctive and internationally recognized advances in knowledge, our commitment to diversity in its many forms and at all levels, and our responsibility to lead in defining and fulfilling a modern land-grant mission.

### Ability to lead a complex organization

The university's size, complexity, and prominence require a leader who can recognize the power in each of Ohio State's many parts, leverage those strengths, and articulate and implement a vision that maximizes the university's potential. The president must have a record of successfully leading a complex organization, and should be familiar with trends in higher education that will affect the university's future. Understanding of an academic medical center and NCAA Division-I athletic programs is also desirable.

### Deep understanding of university culture

Preference will be given to candidates with terminal degrees, teaching experience, a personal record of research and scholarship, and other higher education achievements.

### Superb communication skills

The president must be able to:

- Articulate a compelling vision to diverse audiences both internal and external to the university.
- Inspire and engage all the university's audiences.
- Have regular, direct contact and rapport with members of all of the university's constituencies, including faculty, staff, students, alumni, and citizens of Ohio.
- Listen thoughtfully and respectfully to those constituencies.
- Serve as a thought leader on issues facing higher education.



### **Excellence in furthering diversity**

The president must demonstrate a record of:

- Appointing diverse leaders to senior positions.
- Stimulating structural change that enhances diversity.
- Nurturing success among diverse individuals.

### **Ability to work with external leaders**

The president must demonstrate the ability to work effectively with:

- Government, community, and business leaders at many levels:  
local, state, national, and international.
- Key donors and other supporters of all types.

### **Ability to build a strong, collaborative leadership team**

The president must have a record of:

- Building effective teams that complement the strengths of individual members.
- Rewarding collaborations that further the interests of the institution as a whole.
- Fostering internal leadership development and encouraging senior leaders to do the same within their units.

### **Commitment to shared governance and transparent decision-making**

The president must demonstrate:

- The capacity to work effectively with a board of trustees.
- Respect for competing ideas and critical discussion.
- Support for shared governance with broad stakeholder input and shared responsibilities.
- A record of seeking input from all affected stakeholders.

### **Character traits**

The president must have integrity, wisdom, stamina, energy, and passion.

The president must also be ethical and trustworthy, purposeful yet open-minded, approachable, curious, compassionate, and courageous.



## Commitment to the University's Four Goals

Ohio State's mission, vision, and strategic plan rest upon four institution-wide goals. The president must demonstrate the ability to lead progress in furthering each of these goals:

- I. Teaching and Learning
- II. Research and Innovation
- III. Outreach and Engagement
- IV. Resource Stewardship





## I. Teaching and Learning

Ohio State provides an unsurpassed, student-centered learning experience led by engaged, world-class faculty and enhanced by a globally diverse student body.



To further this goal, the president must possess:

- An understanding of the distinctive values of undergraduate, graduate, and professional education programs.
- An appreciation of how non-classroom experiences contribute to effective education.
- A vision for preserving excellence in Ohio State's many forms of teaching and learning.
- Mindfulness of the voices and viewpoints of students at all levels, setting a model for active student engagement.
- The capacity to meet student concerns and advocate for students' holistic well-being.



## II. Research and Innovation

Ohio State creates distinctive and internationally recognized scholarship that contributes to the advancement of fundamental and applied knowledge, as well as solutions to the world's most pressing problems.



To lead effectively in this arena, the president must demonstrate deep understanding of:

- The value of all forms of scholarship, including fundamental, applied, and creative research.
- How to sustain and enhance the distinctive academic cultures that support scholarship.
- Ways to stimulate and reward cross-campus collaborations.
- The potential for community, business, and government partnerships to enhance the university's research mission.
- The challenges of ensuring the success of the university's research mission in a changing resource environment.



### III. Outreach and Engagement

Ohio State works to establish mutually beneficial partnerships with the citizens and institutions of Ohio, the nation, and the world so that our communities actively engage in the exciting work of The Ohio State University.



To further this goal, the president must demonstrate:

- A genuine commitment to the aims of community engagement.
- A history of engaging diverse communities with higher education.
- An awareness of the roles, responsibilities, and partnerships of a metropolitan university with deep and intricate connections to its immediate community, the city, and the state.



## IV. Resource Stewardship

Ohio State intends to become the model for an academically excellent, affordable public university recognized for financial sustainability, unsurpassed management of human and physical resources, and operational efficiency and effectiveness.



To achieve this goal, the president must have a demonstrated record of sound fiscal management. The president must also possess experiences or qualities that signal:

- An ability to work effectively with federal, state, and local government leaders to secure their support and understanding of Ohio State's key role in promoting economic and cultural well-being throughout the state and beyond.
- The ability to articulate a compelling vision for investment and to nurture donor relationships. The president should have a record of significant fundraising.
- Understanding of the vital role that staff play in furthering the university's mission, accompanied by a commitment to rewarding staff for their service, fostering their professional development, and integrating them in university governance.
- A commitment to affordable education, mindfulness of rising student debt, and an awareness of the financial challenges to educational access.