



Presidential Profile



THE OHIO STATE
UNIVERSITY



The Ohio State University

AT THE OHIO STATE UNIVERSITY, WE CHAMPION HUMAN POTENTIAL through unrivaled experiences that bring together expertise, ideas and resources wherever we are. Together, we empower people and their potential to advance innovations, solve complex problems and anticipate the unimagined — propelling humanity forward at a scale few others can match.

Ohio State is a world-class flagship public research university with a nationally recognized academic medical center. Ohio State is at once urban and rural, focused on advancing its land-grant mission and leading the higher education landscape in the areas of teaching and learning, access to an excellent and affordable education, groundbreaking research and creative expression, outstanding academic health care, and operational excellence and resource stewardship.

The university offers 250 undergraduate majors, specialties and tracks, along with 290 master's, doctoral and professional degree programs. Across all campuses, Ohio State includes 68,000 students, 7,583 faculty and 41,447 staff, as well as more than 300 academic and interdisciplinary research centers and institutes. The largest of its six campuses is located in Columbus, Ohio, which

is one of the fastest growing cities in the country and is the state capital.

Ohio State is recognized among the most far-reaching and collaborative universities. With a dynamic and engaged group of more than 570,000 living alumni and extensive partnerships locally and globally, Ohio State has an unparalleled capacity to bring together people and provide expertise and resources to address challenges across the state, nation and world.

We build vibrant communities with the belief that all things are possible. We create lasting impact far greater than any one person could accomplish alone. Together, as engaged advocates, mentors, leaders, caregivers, entrepreneurs, innovators and citizens, we champion people and their potential to elevate the human experience, and inspire others to do the same.

As the university celebrates its 150th year, historic highs in several important indicators — including the number of applications, the academic profile and diversity of our students, graduation rates, research funding, and alumni and donor support — demonstrate that our collective momentum has never been greater.

The Presidency | Leadership Qualities

Vision. Ohio State provides an extraordinary platform for an energetic, inspiring leader who can articulate and implement a vision consistent with the campus community's many strengths, while realizing the university's full capacity as one of the truly great educational institutions nationally and internationally. The university's potential is immense, and the president will work with constituents to define clear priorities and strategies to achieve its vision.



Ability to lead a complex academic organization. The president must have a record of success leading a complex organization and possess an understanding of the academic enterprise. Ohio State is a comprehensive research university that is proud of and committed to its roots as a land-grant institution with multiple campuses, diverse and outstanding athletic programs, a comprehensive health care system and international reach. The next president must have the capacity to leverage these resources to reach unparalleled excellence in knowledge generation, scholarship, student success, visibility and influence across the state, nation and world.

Proven excellence in resource management and growth. Ohio State has taken significant steps to leverage assets (e.g., parking and energy) and to control costs. Working in concert with administration, the president must provide continuous attention to the effectiveness of strategic resource management measures relative to the pursuit of academic excellence. The university is funded by a combination of public and private support. The president must have a proven ability to attract new revenue and increase philanthropic support in order to further the ambitious goals of the institution.

Deep understanding of university culture. While the university's size and scope can prove challenging, a successful leader will harness the human potential that such capacities provide, engaging and working in concert with talented students, faculty, staff and alumni to execute visionary goals. Ohio State's structure of shared governance gives voice to the faculty, staff and students alike; the president must appreciate that structure and foster open communication and transparency. Critically, the president must have experience in a working partnership with a board of trustees and leading an exceptional and high-performing team across the tremendous scale of university activities. A president with an accomplished record of successful leadership and the ability to advance the excellence of our distinctive culture is imperative.

Proven ability to work effectively and collaboratively with a full range of external constituents. The next leader must understand that the presidency is a highly visible position that collaborates and leads in interactions with engaged groups such as our alumni and donors, Columbus and Ohio community members, media, legislators, other government officials and leaders in the private and nonprofit sectors.

In summary, the presidency at Ohio State is an opportunity to have a lasting impact at a scale few other universities could match.



The Presidency | Opportunities for Success

The University Advisory Subcommittee of the Presidential Search Committee has engaged groups across the Ohio State community through public forums, listening sessions, online engagement tools and individual meetings in order to garner a thorough understanding of the opportunities and challenges that the next president will encounter. The priorities that emerged from these discussions follow.

Student success and support. Student success is vital to every outstanding university. By controlling costs, increasing aid for low- and moderate-income families and enhancing programs that support success in and out of the classroom, Ohio State is making an excellent college education more accessible and affordable. The academic profile and graduation rates of our undergraduates have increased for several years, a trend that Ohio State expects to maintain. At the same time, opportunities exist to advance support for graduate and professional students, including the provision of more professional development, enhanced financial support of research and creative work, and opportunities to interact in

meaningful ways with future employers.

Student success has many dimensions beyond the classroom. Nationally and at Ohio State, there are continued challenges addressing mental health. While there are efforts underway to assist students with this important issue, there is an opportunity to define further proactive ways of creating a culture of care for our students as they move through their studies.

Additionally, as is the case at many universities, the profile of Ohio State's student population is changing. An increasing number of first-generation students, students with children, veterans and students with food and housing insecurity are part of the campus population. The educational success of these students is important, and their challenges are often different from those of traditional entering freshmen. The next president must consider our student population as a whole and address their needs equally.

Finally, the next leader must commit to student safety both on and off campus. Ohio State makes considerable efforts to assist students in staying safe, but new challenges appear frequently and require attention and action.

Academic excellence. Academic excellence, as described by the production of research and scholarship, is an attribute of any leading university. The enhancement of academic excellence must be a top priority, and there is significant opportunity for the next president to move Ohio State to new heights in this area. The university seeks a leader who has the experience and acumen to accomplish this goal, especially by attracting and retaining scholars of the highest caliber. Student and faculty success requires support from university staff of the highest quality. Providing appropriate recognition and extending professional development opportunities for staff are thus also key drivers in fostering academic excellence.

Diversity and inclusion of students, faculty and staff. Ohio State values diversity in people, experiences and ideas. Since 2015, underrepresented minority student enrollment at all levels and all campuses across the university has increased nearly 30%. This is substantial; yet, there is a need for and strong interest in continuing to advance diversity, inclusion and equity among students, faculty and staff so that students have mentors who have followed similar paths. The opportunity exists to grow inclusion of our students, faculty and staff who have disabilities. Ohio State has the chance to lead nationally in building a diverse, welcoming and inclusive culture.

Place and role of health system as the university manages growth and excellence across the institution. While there are many robust collaborations between the faculty and staffs of the health system, including the Wexner Medical Center and the health sciences colleges, with other colleges across the university, their missions and goals are different. The next president should develop an understanding of their unique differences, challenges and opportunities with a focus on increased alignment where synergies in research and education can flourish.

Cooperation across campus and interdisciplinary education and research. There is currently a strong motivation among faculty and staff to enhance collaboration across the university (i.e., among colleges, campuses and with community, national and international partners). The next president will find that the opportunity exists to evaluate and reduce bureaucratic constraints that may be limiting the full capacity of the university. As an example, Ohio State aspires to expand its leadership position in solving some of the most challenging global issues such as energy production, food insecurities and health outcomes. Evidence of inspirational leadership that promotes effective teamwork and the ability to build bridges inside and beyond the university is imperative for our next president.

Understanding and support of regional campuses. Ohio State has four regional campus locations, plus an agricultural technical institute, that support the land-grant mission of the university. Opportunities exist to elevate and advance integration and partnerships that could contribute to the future growth of the university.

Important community leader and partner in Columbus and the state. The university is celebrating its 150th year as Ohio's flagship university. This is a distinctive moment in the history of Ohio State as a leading land-grant institution, and the president will have a significant opportunity to define what that means now and in the future. The economic and cultural vibrancy of Columbus provides a powerfully inviting environment from which to connect to the state and the nation at large. Opportunities exist to enhance current partnerships and provide new and innovative interactions for unified prosperity. Ohio State's alumni base and the populace of the state of Ohio share an enormous sense of pride in and commitment to this institution. This group of supporters can facilitate future progress envisioned by the next leader.



The Presidency | Character Traits

Members of the Ohio State community are optimistic and dynamic — we inspire people and build hope for the future, while sparking imagination and ingenuity. We are passionate and compassionate with a commitment to putting people first. Our next president must:

- ✱ Be a person of integrity, charisma and wisdom with impeccable ethics and high energy;
- ✱ Be decisive and purposeful while being open-minded and curious;
- ✱ Be an effective, optimistic leader and advocate while understanding and using the powers of delegation;
- ✱ Have exceptional interpersonal and communications skills, as these will be necessary for successful interaction with the various constituencies of the university.