



Presidential Profile



THE OHIO STATE
UNIVERSITY



The Ohio State University

At The Ohio State University, we create solutions the world needs now.

All that we achieve means even more when accomplished together. No challenge is too big or too complex. We lead with purpose, providing access to opportunities and fostering connections that create meaningful impact — so people can thrive.

Affordable, high-quality education and community support

With six campuses across the state, growing online education offerings and a presence in each of Ohio's 88 counties, we are deeply committed to engaging people whether they live in rural, urban or suburban settings. Our largest campus is in Columbus, Ohio — the state capital and one of the fastest growing cities in the country.

Our student body includes almost 66,000 students, and the university offers more than 200 majors and programs — plus 500 specializations — for undergraduates to explore, in addition to 127 master's degree programs, 102 doctoral degree programs, nine professional degree programs and an estimated 12,000 course offerings. *U.S. News & World Report* ranked 66 of Ohio State's graduate programs in the top 25 in their fields.

The university's Academic Plan, launched in November 2022, defines six areas of focus for transforming academic life at Ohio State: faculty eminence; student academic excellence; external engagement; inclusive excellence; technology and digital innovation and online learning; and operational effectiveness. Many of the plan's objectives are already coming to life through such initiatives as the new Office of Faculty Affairs, establishing our Office of Strategic Enrollment Management, and reestablishing the Office of Institutional Research and Planning.

Ohio State's four- and six-year graduation rates are the best in our history at 72.3% and 88.1%, respectively. We have put new strategy in place to increase these percentages further, focusing on improving advising, high-impact practices and integrated financial support. At the same time, Ohio State is focused on reducing student debt through initiatives such as Scarlet &

Gray Advantage, which brings together all that Ohio State offers to assist families. Through Scarlet & Gray Advantage, students can finish a degree without future-altering financial burdens by combining financial aid, grants and scholarships, a four-year tuition guarantee, and employment and educational opportunities. In 2021-22, 56% of Ohio State bachelor's degree recipients graduated without debt — up from 48% in 2017-18. During that same period, the average amount of student debt for undergraduate students has declined each year for a 5% reduction overall.

The university has also focused on supporting a series of initiatives that aim to accelerate graduate student success and strengthen the talent, culture and inclusive excellence of the graduate student body. These initiatives include increasing the health insurance subsidy provided to graduate and professional students; launching a survey to assess the experiences of graduate students; an enhanced emergency fund; and expanded support of doctoral students in their dissertation phase with additional resources; as well as programs that will launch in the fall of 2023 to foster community building and belonging, expand opportunities for professional and career development and improve access to quality mentoring.

Ohio State alumni are a trusted source of talent, solution-focused and ready to create meaningful change. Today, more than 600,000 Buckeye alumni are living and working across the globe — a vibrant community dedicated to creating meaningful change for people in their communities. *The Wall Street Journal* ranked the university 12th in the nation for most sought-after graduates.

These alumni, along with hundreds of thousands of additional supporters, are dedicated to giving back generously to the next generations of learners, researchers and teachers. We are planning for the close of Time and Change: The Ohio State Campaign, which aims to raise \$4.5 billion and engage 1 million donors — driving student success, discovery and healthy, vibrant communities. Overall, Ohio State's financial position is strong and continues to improve, including throughout the pandemic. With a focus on operational excellence and resource stewardship, we have achieved efficiencies resulting in cost savings of \$2.3 billion since fiscal year 2012.

Major advancements and innovation

Ohio State advances excellence and innovation in every area of human endeavor. Faculty and staff across 15 colleges and 300 research centers tackle the technological, social and environmental complexities facing communities in the state, nation and world.

Ohio State's research and creative expression communities conduct more than \$1 billion in research and development expenditures annually. This past year, the university achieved a new institutional record of \$1.38 billion in research expenditures. Federal expenditures totaled \$636.9 million, with growth observed across the portfolio of federal agencies, including the National Science Foundation, the National Institutes of Health, the Department of Defense and the Department of Energy. Ohio State has risen significantly in the research rankings of U.S. universities, to 12th from 24th.

The university has 2.5 million square feet of assigned research space, which is growing through ongoing capital improvement plans. Faculty, staff and students work and learn in state-of-the-art laboratories, classrooms and performance spaces, while industries turn to Ohio State to help investigate new frontiers and apply groundbreaking research and knowledge to their sectors. Carmenton, the university's fast-growing innovation district, is bringing together private, public and academic sectors to exchange knowledge, understand problems that seem insurmountable, develop technologies, and accelerate delivering solutions to market and the world. Ohio State also played an integral role in helping to attract a more than \$20 billion planned investment by Intel to build a new semiconductor manufacturing site in central Ohio — a partnership that will continue through research and education initiatives to grow and train tomorrow's workforce.

Recent research-investment highlights include:

- The National Science Foundation announced funding for the Hybrid Autonomous Manufacturing, Moving from Evolution to Revolution (HAMMER) Engineering Research Center, led by Ohio State. The center is preparing, upskilling or reskilling the workforce, and expanding capabilities across the manufacturing supply chain to meet national needs.
- Ohio State is the lead partner for the first-ever science park devoted to space research. Voyager Space selected a proposal from the university, the state of Ohio, JobsOhio and One Columbus to host the terrestrial analog of the George Washington Carver Science Park at Ohio State. The analog laboratory will allow researchers to test missions and conduct parallel experiments on the ground.
- The Mellon Foundation has awarded Ohio State nearly \$3 million in funding, which is advancing innovation and research and strengthening community partnerships through several projects across

departments in the humanities including funding faculty and two research grants.

- Ohio State will establish and operate a new testing center to support the deployment of zero-emission and low-emission public transportation buses with the support of a major investment from the U.S. Department of Transportation's Federal Transit Administration.
- Funded by the Department of Transportation, a consortium of Ohio State, North Carolina A&T State University, University of Texas at Austin and University of California, Irvine will launch a University Transportation Center to address transportation cybersecurity risks.
- The AgTech Innovation Hub brings together Ohio State and Nationwide to encourage the development of new agricultural ecosystem solutions while better managing and mitigating climate risk.
- Ohio State's assistance to the U.S. Army led to a faculty member in the Department of English being awarded the Army's Public Service Commendation Medal after using his expertise in neuroscience and literature (story science) for training special operations personnel in leadership and decision-making skills.
- Through a congressional earmark from the Department of Energy, Ohio State and Honda are working to improve electric vehicle batteries. It is part of our ongoing partnership with Honda, a collaboration that has supported initiatives in education, research and public service since 1988.
- Ohio State and Battelle have launched an independent, state-of-the art neurotechnology accelerator focused on treatments for patients with neurological disorders.

Driving breakthroughs in medicine and health care

We provide personalized, comprehensive care while training tomorrow's health care providers.

Ohio State combines a nationally recognized academic medical center with co-located access to many of the university's multidisciplinary research centers and seven health sciences colleges.

Driven by our mission to improve health in Ohio and across the world through innovation in research, education, patient care and community engagement, The Ohio State University Wexner Medical Center has earned distinction by delivering world-class, patient-centered care. A workforce of approximately 25,000 provides care in seven hospitals and an extensive network of ambulatory locations to nearly 60,000

adult inpatients and more than 2.2 million outpatient visits annually. The medical center is a major tertiary and quaternary referral center for Ohio and the Midwest. We offer health care services in virtually every adult specialty and subspecialty in medicine through a unified physician practice of more than 1,800 preeminent physicians.

U.S. News & World Report has consistently ranked the medical center no. 1 in Columbus and no. 2 in Ohio, and we have spent 30 consecutive years on the Best Hospitals list. The medical center's hospitals have achieved Magnet designation, one of the highest honors awarded for nursing excellence. Ohio State's Comprehensive Cancer Center-James Cancer Hospital, part of the Wexner Medical Center, is one of the best and largest free-standing cancer hospitals in the nation, and is one of only 53 NCI-designated comprehensive cancer centers in the U.S.

More than \$3 billion has been invested in capital in support of Ohio State's health enterprise, including a new 820-bed inpatient hospital; an interdisciplinary health sciences complex; an interdisciplinary research facility; three large suburban outpatient care centers; and an outpatient cancer care center. These new spaces will help prepare learners for the future of medicine while accelerating innovation and discovery and improving patients' experiences and outcomes.

Bold — in purpose and in spirit

Buckeyes work with communities to improve lives in the communities where we work and reside. Ohio State's scale, along with the depth and breadth of the expertise on our campuses, means we are a catalyst for growth and economic prosperity. Through our people and their activities, the university contributes \$19 billion annually to Ohio's economy, and we support nearly 117,000 jobs.

Using multiple pathways — including the Wexner Medical Center, regional campuses, extension offices in all 88 Ohio counties, partners in higher education and community organizations, and extensive public-private partnerships — the university is focused on expanding statewide engagement into public health, engineering, business management, robotics and the arts — everywhere we can contribute to the well-being of the state.

With highly engaged alumni and donors, and one of most recognized collegiate athletics programs in the world, Ohio State has an unparalleled capacity to bring together people, expertise and resources. Together, we are creating meaningful impact and inspiring others to do the same.



The Presidency

Leadership Qualities

Vision. The role of president provides an extraordinary platform to refine, advance and implement a shared vision for the university. Our potential to create meaningful change is unlimited, and the president will work with constituents across the university, nation and world to enhance academic excellence, drive a culture of innovation, and ensure access and affordability to students and families of all backgrounds.

Ability to lead a complex academic organization. The president must have a record of success leading a complex organization and possess a deep understanding of the academic enterprise. Ohio State is a comprehensive research university with multiple campuses, a comprehensive health care system, diverse and outstanding athletic programs, and a statewide as well as international reach. The president must have the capacity to leverage these resources and embrace the important responsibility of being a land-grant university and Ohio's flagship university with direct impact on the many communities we serve.

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 with the university administration and Board

of Trustees, the president must provide continuous attention to the effectiveness of strategic resource management measures relative to the pursuit of academic excellence and affordability. 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 to further the goals of the institution.

Deep understanding of university culture. A successful leader will harness Ohio State's size and scope, connecting with students, faculty, staff and alumni to create meaningful impact. As such, the president will have achieved a PhD or appropriate terminal degree, or have appropriate experience and an established track record in academic leadership. 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 with all constituents. Critically, the president must value the university's culture and always lead in ways consistent with Ohio State's Shared Values.

Ability to work with a full range of constituents. The next leader will be a connector and convener able to bring private, public and academic sectors together to solve challenges. The president will be highly consultative and, as necessary, decisive in managing the university's continued success — engaging and partnering with alumni and donors, Columbus and regional community partners, media, legislators, other government officials, industry leaders and more.



The Presidency

Opportunities for Success

Enhance academic excellence. Academic excellence, the production of research and scholarship, is an attribute of any leading university. Ohio State seeks a leader who has the experience and acumen to help move Ohio State forward in this critical area by retaining and attracting scholars of the highest caliber. The Academic Plan is guiding our work in faculty hiring and development — the next leader has the opportunity to support, enhance and ensure the plan's success.

Understand and support access to an affordable education. With six campuses and many online programs, Ohio State provides access to higher education in support of our land-grant mission. Great opportunity exists to elevate further the ways that the university attracts top student talent and aligns programs of study to prepare students in support of Ohio's workforce development needs. Employers routinely express a strong desire for graduates who can work successfully with individuals of all backgrounds, communities, identities and viewpoints — an approach consistent with our established Shared Values.

Drive creativity and research impact. Ohio State aspires to be a leader in solving the issues that affect our world today — challenges including smart mobility,

microelectronics, space research and education, agriculture technology, health outcomes, and workforce and economic development. Our next president must continue to establish a focused, experienced governance structure to attract collaboration among Ohio State faculty as well as with outside partners. The president will also continue to advance our research commercialization efforts.

Support and advance patient care and access to Ohio State's health system. Our health enterprise — including the Wexner Medical Center, James Cancer Hospital and Solove Research Institute, and seven health sciences colleges — is undergoing significant growth to better meet the needs of our patients, families and communities. To continue this upward trajectory, the university will be well served by a president with a strong record as a scholar and leader along with a balance of ambition and humility that inspires, attracts and fosters excellence and accountability across a broad portfolio of health enterprise programs and initiatives.

Build influence as a leader and partner in Ohio and beyond. The economic and cultural vibrancy of our city and region provide an environment in which the president can strategically connect to enhance current collaborations and introduce new ideas for unified prosperity. Buckeye alumni and people living and working across the state share a tremendous sense of pride in and commitment to Ohio State. The next leader will mobilize this group of supporters and potential partners to advance our goals and improve people's lives.



The Presidency

Character Traits

Buckeyes are optimistic and action-oriented. We are creative and inventive with the energy and dynamism to make meaningful change in people's lives. In these ways and more, we empower and inspire people so they can achieve more. Our next president must be:

- ✿ Honest, authentic and transparent
- ✿ A servant leader and team player
- ✿ Dynamic and energetic
- ✿ Curious and open-minded
- ✿ A charismatic listener
- ✿ Consultative and, as necessary, decisive
- ✿ Communications focused with exceptional interpersonal skills and political acumen
- ✿ Appreciative of Ohio State's special character and context



Ohio State's Shared Values

The president must be an advocate for our Shared Values. Shaped by students, faculty and staff, these values reflect our commitments as a university community. The Shared Values framework:

Our vision

The Ohio State University is the model 21st-century public, land-grant, research, urban, community-engaged institution.

Our mission

The university is dedicated to:

- Creating and discovering knowledge to improve the well-being of our local, state, regional, national and global communities
- Educating students through a comprehensive array of distinguished academic programs

- Preparing a diverse student body to be leaders and engaged citizens
- Fostering a culture of engagement and service

We understand that diversity and inclusion are essential components of our excellence.

Our values, principles and behaviors

- Excellence and impact
- Diversity and innovation
- Inclusion and equity
- Care and compassion
- Integrity and respect

Through reflection, evaluation and meaningful action, we aim to reinforce our ethical culture and live these shared values to advance our core work of teaching, learning, research and service.



Appendix of key resources

- ✱ [Academic Plan](#)
- ✱ [Enterprise for Research, Innovation and Knowledge strategic plan](#)
- ✱ [Wexner Medical Center strategic plan](#)
- ✱ [Ohio State Impact](#)
- ✱ [Ohio State News](#)
- ✱ [Ohio State Health & Discovery](#)