Position Specification

Senior Vice President for Research
The Ohio State University

January 2018
POSITION SPECIFICATION

<table>
<thead>
<tr>
<th>Position</th>
<th>Senior Vice President for Research</th>
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<tbody>
<tr>
<td>Organization</td>
<td>The Ohio State University</td>
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<tr>
<td>Location</td>
<td>Columbus, Ohio</td>
</tr>
<tr>
<td>Reporting</td>
<td>The Senior Vice President for Research reports to the President</td>
</tr>
<tr>
<td>Relationship</td>
<td></td>
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<tr>
<td>Websites</td>
<td><a href="https://www.osu.edu/">https://www.osu.edu/</a> ; <a href="http://www.osu.edu/research/">http://www.osu.edu/research/</a></td>
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THE OPPORTUNITY

It is with great enthusiasm that The Ohio State University ("Ohio State") is conducting a national search for an innovative and accomplished research leader to be the next Senior Vice President for Research (SVPR). Ohio State – an internationally renowned public research university – is known for its collaborative and interdisciplinary approach to education and research at both the graduate and undergraduate levels. Ohio State is ranked No. 16 in Top Public Schools and No. 54 in National Universities in the 2018 Edition of Best Colleges by *U.S. News & World Report*.

Ohio State’s research enterprise is rapidly expanding, and the selected candidate will be charged with broadening the research portfolio across the campus and will drive strategic planning and research operations. The next SVPR will leverage fresh approaches to help faculty and students across all regional campuses, colleges, and schools to successfully compete for large federal, corporate and foundation grants. The successful candidate will work across the campus to integrate Ohio State’s research and educational missions of Ohio State. They will work with university and college administrators to establish new programs and research directions to promote and enhance the university’s contribution to new knowledge and Ohio State’s national standing.

Serving on the President’s Cabinet, the successful candidate will contribute to major decisions affecting the University and will provide counsel to the President and other cabinet members on matters related to the research enterprise. Reporting to the President, the successful SVPR candidate will have a distinguished record of research accomplishments and in-depth understanding of how to build research relationships in federal, industrial, and institutional environments. This new strategic opportunity has arisen as a result of the retirement of Dr. Caroline Whitacre, who successfully led planning and infrastructure support for both basic and applied research programs.

In 2016, Ohio State’s total research and development (R&D) expenditures were $847.1 million; Federal R&D expenditures were $456.9 million and industry-sponsored research expenditures were $127.7 million. The SVPR will be politically savvy to navigate conversations with external and internal stakeholders, including government figures, donors, and affiliated organizations on behalf of the university.

In this highly visible role, the successful candidate will have the great opportunity to further expand the research portfolio across the entire campus, including the academic health enterprise, and promote ongoing research discoveries that impact communities locally, nationally and globally.
Leading Innovation, Generating Solutions: The breadth, scope, and excellence of its research programs make Ohio State a leading force of innovation and change – locally, nationally, and globally. Ohio State is one of only a few universities in the U.S. that, in a single location, houses 15 different colleges, including seven health sciences colleges and a College of Food, Agriculture, and Environmental Sciences.

The Ohio State University has the creative minds, the expertise, the experience, and the world-class facilities needed to discover innovative solutions to complex problems.

Ohio State by the Numbers: FY 2016

- $847.1 million: Total research and development (R&D) expenditures
- $456.9 million: Federal R&D expenditures
- $127.7 million: Industry-sponsored research expenditures

Federal R&D Expenditures (FY 2016)
Dollars in Millions

<table>
<thead>
<tr>
<th>Federal Agency</th>
<th>Total</th>
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<tbody>
<tr>
<td>National Institutes of Health</td>
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<tr>
<td>National Science Foundation</td>
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<tr>
<td>Department of Defense</td>
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<tr>
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<td>Other Federal</td>
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<tr>
<td><strong>Totals</strong></td>
<td><strong>$456.9</strong></td>
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CENTERS AND INSTITUTES
The Office of Research provides support and oversight for a number of multidisciplinary research centers and institutes across the university

Academic Centers
Academic centers are supported primarily by the Office of Research or jointly in collaboration with participating colleges.

- The internationally recognized **Byrd Polar and Climate Research Center** is named in honor of Admiral Richard E. Byrd, America’s most famous polar explorer. Research focuses on the role of cold regions in the earth’s overall climate system.
- The **Center for Emergent Materials** is part of a network of Materials Research Science and Engineering Centers funded by the National Science Foundation. Multidisciplinary teams perform integrated research on emergent materials and phenomena in magnetoelectronics to create new paradigms in computing and information storage.
- The **Center for Lake Erie Area Research (CLEAR)**, home of the Ohio Sea Grant program, studies issues related to water quality, fisheries and sustainable development along the Lake Erie coastline. The Center is housed at Stone Laboratory on Gibraltar Island, is the nation’s oldest freshwater biological field station and the center of Ohio State’s teaching and learning on Lake Erie.
- The **Center for RNA Biology** houses the single largest group of RNA experts in the country. The center is building on the university’s existing strengths in RNA biology to advance life sciences research and education.
- The **Global Water Institute** provides sustainable systems solutions for communities facing water resource challenges by integrating research, education and extension to tackle specific water resource issues with global applications.
- The **Infectious Diseases Institute** harnesses Ohio State’s history of excellence in infectious disease and microbiology research, education and outreach to address the compelling challenge of infectious disease to human, animal, plant and environmental health.
- The **Institute for Materials Research** is the gateway to Ohio State’s materials-allied research enterprise. Signature research areas include photovoltaics, magnetoelectronics, biomaterials and biosensors, computation materials and polymers.

Core Facilities

- The **Campus Chemical Instrument Center** provides state-of-the-art research facilities to the Ohio State research community in the areas of nuclear magnetic resonance, mass spectrometry and proteomics.
- The **Campus Microscopy and Imaging Facility** offers a full range of microscopy for university faculty, staff and students as well as researchers outside the university.

THE OHIO STATE UNIVERSITY

VISION
Led by **President Michael V. Drake, MD**, The Ohio State University is the model 21st-century public, land grant, research, urban, community engaged institution.
MISSION
The university is dedicated to:

▪ Creating and discovering knowledge to improve the well-being of our 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.
▪ Diversity and inclusion are essential components of Ohio State’s excellence.

VALUES
Shared values are the commitments made by the university community in how we conduct our work. The Ohio State University values:

▪ Excellence
▪ Diversity in people and of ideas
▪ Inclusion
▪ Access and affordability
▪ Innovation
▪ Collaboration and multidisciplinary endeavor
▪ Integrity, transparency, and trust

The Time and Change Strategic Plan, launched in August 2017, aspires to further strengthen Ohio State’s position as a national flagship public research university, setting forth five areas of broad focus:

Teaching and Learning
Ohio State will be an exemplar of the best teaching, demonstrating leadership by adopting innovative, at-scale approaches to teaching and learning to improve student outcomes.

Access, Affordability and Excellence
Ohio State will further its position as a leading public university offering an excellent, affordable education and promoting economic diversity.

Research and Creative Expression
Ohio State will enhance its position among the top national and international public universities in research and creative expression, both across the institution and in targeted fields—driving significant advances for critical societal changes.

Academic Health Care
The Ohio State University Wexner Medical Center will continue its ascent as a leading academic medical center, pioneering breakthrough healthcare solutions and improving people’s lives.

Operational Excellence and Resource Stewardship
Ohio State will be an exemplar of best practices in resource stewardship, operational effectiveness, and efficiency and innovation.

The Ohio State University is a proud part of one of America’s largest and most comprehensive universities. On the university’s main Columbus campus, more than 56,000 students select from
15 colleges, 175 undergraduate majors, and 240 master’s, doctoral, and professional degree programs. It is consistently ranked as Ohio’s best and one of the nation’s top-20 public universities.

The university’s research innovations have attained world-class status, particularly in critical areas such as global climate change, cancer, infectious disease, neurosciences, advanced materials, and ag-bio products that feed and fuel the world.

Founded as a federal land-grant institution in 1870, the university has awarded more than 670,000 degrees since 1878. Its legacy extends to more than 465,000 living alumni.

The Ohio State University is more than just a campus in Columbus. As a land-grant university, Ohio State has a physical presence throughout the state, with campuses and research centers located around Ohio. Ohio State has more than 500,000 alumni who live in the U.S. and abroad. More than 50 societies and 200 local and international alumni association clubs offer networking and help graduates find career and volunteer opportunities.

Rankings

- No. 16 among the nation’s best public universities *(U.S. News & World Report, 2018)*
- No. 54 National Universities in the 2018 edition of Best Colleges *(U.S. News & World Report, 2018)*
- First Year Experience program ranks among the nation’s exemplary programs leading to student success—Ohio State is among universities with the "happiest freshmen" *(CBS MoneyWatch)*
- No. 9 among U.S. public research universities based on research expenditures *(National Science Foundation)*
- No. 12 in the nation among the country’s most highly sought-after graduates *(Wall Street Journal survey of corporate recruiters)*
- One of the top 25 best public college values in the nation *(“100 Best Values in Public Colleges”, Kiplinger’s Personal Finance magazine)*

University Facts

- Established: 1870
- Total Regular Tenure Track Faculty: 2,788
- Total Administrative and Professional Staff: 20,027
- First graduating class: 1878
- Library holdings: nearly 5.8 million volumes
- Locations: Main campus in Columbus, Ohio, the state capital and largest city
- Regional campuses in Lima, Mansfield, Marion and Newark, Ohio
- Agricultural Technical Institute in Wooster, Ohio
- Student organizations: more than 1,000
- School mascot: Brutus Buckeye

COLUMBUS, OHIO COMMUNITY

Columbus is the largest and fastest-growing city in Ohio, with a vibrant blend of arts and culture; inspired culinary, fashion, music and entertainment scenes; exciting collegiate and professional sports; and an open, entrepreneurial spirit.

With a burgeoning downtown, lively urban districts and a diverse array of welcoming neighborhoods, it’s a city that invites exploration.
Ohio's capital is a friendly city of sleek, modern high-rises and century-old buildings along the banks of the Scioto River. In addition to being home to one of the finest universities in the nation, its attractions range from a rich visual and performing arts scene to a renowned zoo, exciting sports, and fine restaurants.

Sports enthusiasts can choose from a variety of professional and collegiate sports, including the Ohio State Buckeyes; the Columbus Crew (major league soccer); the Columbus Blue Jackets (NHL hockey); and the Columbus Clippers (AAA Baseball).

Three urban districts provide unique opportunities to shop, dine, and explore. Just south of downtown is German Village, the nation’s largest privately restored historic neighborhood. The adjacent Brewery District is a spirited entertainment area, and at downtown's northern edge is the Short North arts district. The Columbus suburbs of Worthington, Westerville, Grove City, Reynoldsburg, Dublin, and New Albany also welcome locals and new residents with a variety of attractions and events.

KEY RESPONSIBILITIES
The Senior Vice President for Research will lead and develop new programs and research directions to enhance the university's contribution to new knowledge and the national standing of The Ohio State University. They will serve as a member of the President's Cabinet for all major decisions affecting the university, and will provide counsel to the President and other executive officers on matters related to the research enterprise. The SVPR will support the university’s strategic plan through collaboration with Deans on the recruitment and retention of high-potential faculty in support of multi-disciplinary hiring strategies.

PROFESSIONAL EXPERIENCE/QUALIFICATIONS
The preferred candidate will be a scholar of international renown with a demonstrated record of interdisciplinary research and funding. The successful candidate should possess a broad array of skills and experiences including:

Leadership
- Defines success measures primarily through enablement of others
- Relevant experience in a research office at a major research university and medical complex
- Experience leading change and fostering collaboration and a sense of shared purpose across campuses, schools, departments, and units
- Entrepreneurial skills in identifying targets of opportunity for collaboration and synergistic opportunities to achieve synergies across the university
- Focused on building interdisciplinary and cross college collaborations
- Demonstrates strategic level leadership and management skills for large complex research organization in academia, government, and/or private sector
- Experience with leadership in national/international research organizations
- Experience with federal and state research policies, including working with congressional and state representatives
- Familiarity with technology commercialization and its role in innovation and the entrepreneurial aspects of research
Leadership experience at a minimum department or college level at a Tier 1 research university (preferably a matrix university with undergraduate, graduate, and professional schools)

Scholastics
- A distinguished record of teaching, research/scholarship, and grant writing
- Able to initiate innovative practices and policies in the research and teaching arenas based on recent scientific evidence
- Demonstrated commitment to promoting excellence and diversity in the development of research agendas among students, staff, and faculty
- Familiarity with foundation funding sources – e.g., not focused entirely on NSF/NIH/etc.
- Experience attracting and managing significant research funds
- History of fostering research education and training of young researchers, including graduate students, undergraduates, post-doctoral fellows, and junior faculty
- A deep knowledge of federal funding sources and related issues such as compliance, human subjects, ITAR.

Management
- Innovator and integrator of tasks
- Ability to work in an environment with senior administrators, faculty, and community leaders
- Experience in framing new programs and communicating results
- Ability to develop community partnerships including academic/industry
- Demonstrated success at building research infrastructure to secure federal, state and industry funding, and to ensure strong oversight and stewardship of funds received
- History of communicating with and integrating the needs of a variety of offices, centers, and researchers throughout the university campus
- Capacity to strengthen the role of the research office, support and enhance ongoing research, and represent Ohio State locally and at the state, national, and international level
- Experience with the university role and state-based, large economic development recruitments (e.g. Amazon)

Mission Performance
- Possess an outstanding current academic program, with ongoing research and current or a history of extramural funding
- Broad view of what constitutes “research” (i.e. not just STEM or bench science work)
- Personal vision for research at Ohio State – proactive not reactive
- Experience advocating for research in an enterprise with multi-dimensional missions such as education and clinical care
- Ability to establish and maintain strong and long-standing relationships with a diverse body of stakeholders
- An understanding of the importance of industrial, foundation and other nontraditional research sources, and the role of such research in economic development, consistent with the land-grant mission of The Ohio State University
- A proven record of commitment to diversity
Personal and Interpersonal

- Excellent interpersonal, organizational, and analytical skills; transparent/collaborative approach when working with others
- Understands the value of social and behavioral research science in solving current problems
- Some background in private industry
- Integrity/Moral compass to be able to make difficult decisions
- Scholar/research leader of international renown
- An understanding of the essential role of scholarly research in the humanities, arts, social sciences, policy, law, business, and health sciences

EDUCATION

The SVPR will possess an earned doctorate or other appropriate terminal degree from an accredited higher education institution and experience that warrants an appointment as a tenured full professor.

COMPENSATION

Compensation arrangements and benefits package are competitive and commensurate with both experience and achievement.

The Ohio State University is an Equal Opportunity/Affirmative Action Employer. All qualified applicants will receive consideration for employment without regard to race, color, religion, sex, sexual orientation, gender identity, national origin, age, protected veteran or disabled status, or genetic information. Ohio State seeks candidates whose skills, and personal and professional experience, have prepared them to contribute to our commitment to diversity and excellence, and the communities we serve.
APPLICATION PROCEDURE

Applications should consist of a resume and detailed cover letter responsive to the needs of The Ohio State University. While applications and nominations will be accepted until a new SVPR is selected, interested parties are encouraged to send their materials to our consultant at the address below by April 2, 2018 to assure optimal consideration. To ensure full consideration, inquiries, nominations, and applications should be submitted in confidence to:

osu-svpr@kornferry.com

– The Ohio State University is subject to Ohio’s Public Records Act –

KORN FERRY CONTACTS

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The Ohio State University is an equal opportunity employer. All qualified applicants will receive consideration for employment without regard to race, color, religion, sex, sexual orientation, gender identity, national origin, disability status, or protected veteran status.