This Leadership Profile is intended to provide information about The Ohio State University and the position of Dean, College of Public Health. It is designed to assist qualified individuals in assessing their interest.
The Opportunity

The Ohio State University, one of the nation’s leading flagship public research universities and the flagship teaching and research institution in the state, seeks a visionary dean to lead the College of Public Health.

The College is united by a singular goal and unwavering mission — to protect and improve the health of the people of Ohio, the nation and the world. In pursuit of that mission, the College of Public Health prepares the next generation of public health practitioners, health care managers and scholars through exceptional undergraduate and graduate programs. Through interdisciplinary research, investigators seek to understand the forces that affect public health and health care delivery while practitioners collaborate with government agencies, community partners and others to develop solutions to ongoing and emergent public health threats.

Born out of the University’s Department of Medicine in 1914, the School of Public Health was founded within the College of Medicine in 1995 and became a free-standing school in 2003. The College of Public Health was officially established in 2007. Today, the College offers 26 degree programs at the bachelor’s, master’s and doctoral levels, including 10 dual or joint degree programs with other Ohio State colleges. The College of Public Health is ranked among the top 11 public schools of public health according to U.S. News & World Report, and its MHA program is ranked 10th in the nation.

The College enrolls 321 undergraduates and 337 graduate students. More than 170 faculty members, including 54 core faculty, work to advance the College’s education, research, service and practice mission, supported by a dedicated team of nearly 60 staff. Faculty serve as Principal Investigators for more than 50 research programs in locations across the globe, from Columbus to Cameroon and from Manipal to Malawi.

The next dean will lead the faculty, staff and students to articulate a distinctive, transformational and unifying vision for the College of Public Health’s future, and develop and implement a strategic plan for realizing that vision. The dean will promote and enhance interdisciplinary and cross-college partnerships within and across Ohio State, and further build community partnerships and other external relationships.

The dean will foster a culture that embraces teaching, research and service while promoting an authentic commitment to diversity, equity and inclusion. The dean is expected to generate new resources, particularly through philanthropy, and engage faculty leaders in assessing the College’s organizational structure to ensure maximum efficiency and effectiveness.

The ideal candidate will have demonstrated intellectual leadership in public health, a substantial record of scholarly or health policy achievement, strong visibility in the public health research community and the capacity to exercise policy leadership at the local, state, national and/or international levels. Candidates must have qualifications commensurate with tenure at the rank of Professor in the College of Public Health. An earned doctorate is preferred.

For more information about how to nominate a candidate or express personal interest, please see the “Procedure for Candidacy” section on page 14.
Opportunities and Expectations for Leadership

As the chief academic and administrative officer of the College, the dean reports directly to the executive vice president and provost. The dean is a member of the Council of Deans and works in close collaboration with fellow deans across the University as well as with Wexner Medical Center leadership. The dean has autonomy and authority for the management and coordination of the College and for implementing its plans, programs, services and scholarly and research endeavors.

The dean is expected to provide strong leadership to advance the College’s educational, research and service missions. The dean promotes excellence among faculty, staff and students and shares an institutional commitment to diversity, equity and inclusion; oversees the College’s operations and financial and human resources; and plays a critical role in fundraising, advocacy and alumni relations.

In addition, the next dean of the College of Public Health will be expected to:

- **Articulate a distinctive vision for the College of Public Health**
  The primary goal and opportunity for the next dean is to outline a clear vision for the College’s future as a preeminent institution of public health education, research and practice, informed by and working in close partnership with faculty, staff, students, alumni and other stakeholders. The vision must reflect all aspects of the College’s tripartite mission and address the public health challenges facing the State of Ohio while making a global impact.

- **Develop and implement a new strategic plan**
  In pursuit of its aspirations, the dean will chart a strategic direction for the College through a collaborative process that engages all stakeholders, ensuring alignment with strategic University priorities. The plan should be supported by a commitment to enhancing excellence; as such, it should address strategies for recruiting, mentoring and retaining an excellent and diverse faculty. The dean will listen to stakeholder voices and perspectives in developing the plan, and will align the considerable talents of faculty, staff and students across the College in putting the plan into action.

- **Strengthen a culture that equally embraces teaching, research and engagement**
  The dean is expected to continue growing the College’s robust research enterprise. Equally important, the dean will inspire a commitment to excellence in teaching and learning through curricular and pedagogical innovation and new modes of course delivery and educational technology. Channeling gains in these areas and translating research to practice in service of local, national and global public health needs will help ensure that each member of the College community sees their place in the vision for the future, and forge a strong, cohesive College of Public Health community.

- **Enhance and promote an authentic commitment to diversity, equity and inclusion**
  The next dean must build on the College’s ongoing efforts to diversify the faculty, staff and student body and be equally vigilant in modeling and ensuring the College’s commitment to inclusion and equity. The next dean must be equally vigilant in ensuring the College’s
commitment to inclusion and equity. The dean is expected to demonstrate a record of success and strong leadership in promoting and advancing each of these core values. This will require a deep personal understanding of the essential roles that diversity, equity and inclusion play in the mission of the College and a commitment to implementing best practices that will ensure these values are upheld.

- **Provide strong stewardship of College operations and infrastructure**
  As the leader of the College, the dean must balance outward-facing responsibilities with an equally important commitment to the functioning of the school, including ultimate oversight of policies, procedures and college-wide administrative matters, strategic infrastructure needs and, in particular, the well-being of staff and faculty. The dean must be able to work with and through a team, delegating and affecting results through others, but also be able and willing to make difficult decisions when necessary.

- **Promote and enhance interdisciplinary and cross-college partnerships**
  Against the backdrop of one of the largest comprehensive universities in the world, the College of Public Health is both a catalyst and hub, connecting all parts of Ohio State with public health and promoting public health across the institution. The next dean must proactively establish key relationships with other Ohio State colleges, identifying opportunities to share resources, and to approach collectively large public health issues best addressed through a multidisciplinary approach.

- **Build community partnerships and other external relationships**
  The dean will seek to establish new, mutually beneficial partnerships with community organizations in pursuit of a shared mission to address societal challenges. The College's continued growth will also require additional opportunities for meaningful student practicum and internship experiences. Located in the state's capitol, the College is poised to be an influential resource to government leaders. The dean will work to maintain these bonds and establish new ones, building on the relationships faculty have established with community, government and industry partners.

- **Assess organizational structure to ensure efficiency and effectiveness**
  Ohio State’s decentralized structure enables college deans to be highly entrepreneurial while requiring them to be accountable and fiscally responsible. Similarly, the next dean will re-examine the College’s current structure in partnership with divisional leaders to maximize and balance the benefits of both divisional autonomy and centralized policies, procedures and operations. The dean will explore this and other efforts to encourage innovation and support leadership across the College, positioning it for continued growth and success.

- **Generate and manage new resources, especially through fundraising**
  To enable its growth and success, the dean will play a critical role in attracting external financial support for the College, particularly to support students and faculty needs. Ohio State is in the silent phase of its next capital campaign, and colleges will soon be engaged with individual goals. The dean will steward existing supporters and build new relationships within Ohio and across the country.
Qualities and Qualifications

The ideal candidate will have demonstrated intellectual leadership in public health, a substantial record of scholarly or health policy achievement, strong visibility in the public health research community and the capacity to exercise policy leadership at the local, state, national and/or international levels. Candidates must have qualifications commensurate with tenure at the rank of Professor in the College of Public Health. An earned doctorate is preferred. In addition, the ideal candidate will possess the following qualities and qualifications:

Commitment to excellence. A strong, demonstrable commitment to excellence in research, teaching, service and public health practice. Familiarity with both graduate and undergraduate education is preferred.

- **Leadership and vision.** Ability to conceive, implement and foster a shared vision. The ability to imagine new possibilities for the College, to develop strategic directions for the future and to develop the organization-wide energy to execute and deliver on this vision.

- **Collaboration.** Commitment to partnership with division leaders, faculty, staff and students through shared governance. Experience involving faculty, staff and students in decision-making, and the ability to generate consensus. Commitment to transparency. A history of collaborative relationships with diverse academic disciplines.

- **Commitment to diversity and inclusion.** A record of leadership in acting on these core values, and the experience or willingness to address issues of institutional equity such as unconscious or implicit bias. Exemplary, demonstrable skill in communicating and collaborating with diverse groups.

- **Effective interpersonal, communications and relationship-building skills.** Excellent relationship management skills. Experience maintaining relationships with community organizations, government and/or other external funders, and other partners and organizations. Ability and inclination to listen to and learn from others. The ability to interact and communicate with a broad range of constituents including students, staff, faculty and the local community.

- **Commitment to community.** A deep commitment to community engagement and record of positive impact on underserved communities.

- **Advocacy.** Ability to represent the College of Public Health and articulate its mission and vision compellingly to internal and external audiences. The drive and capability to enhance the College’s public presence, impact and reach. Political proficiency in public health education and legislative environments.

- **Operational and Administrative Experience.** Prior success managing a complex organization or demonstrable potential to do so. Capacity to develop, implement and administer policies and procedures that support institutional mission and goals. Demonstrated financial acumen and ability to manage complex budgets effectively, preferably including responsibility center management (RCM) models.
Prior success leading or supporting faculty recruitment, retention and development efforts that enhance academic excellence, diversity, equity and inclusion. Experience working with regulatory and accrediting agencies. A record of success managing both people and programs in an academic environment preferred. Experience with appointment, promotion and tenure processes and procedures.

- **Fundraising skill and interest.** The ability and willingness to play a signature role in the College's advancement efforts, with demonstrable success in, or potential for, securing external funding and engaging alumni, and other key stakeholders, to invest in the future of the College.
About the College of Public Health

The Ohio State University College of Public Health strives to be a leader in public health research and education with both local impact and global significance. Born out of the University’s Department of Medicine in 1914, the School of Public Health was founded within the College of Medicine in 1995 and became a free-standing school in 2003. The College of Public Health was officially established in 2007. Today, the College offers 26 degree programs at the bachelor’s, master’s and doctoral levels, including 10 dual or joint degree programs with other Ohio State colleges. The College of Public Health is ranked among the top 11 public schools of public health according to *U.S. News & World Report*, and its MHA program is ranked 10th in the nation.

The College enrolls 321 undergraduates and 337 graduate students. More than 170 faculty members, including 54 core faculty, work to advance the College’s education, research, service and practice mission, supported by a dedicated team of nearly 60 staff. Faculty serve as Principal Investigators for more than 50 research programs in locations across the globe, from Columbus to Cameroon and from Manipal to Malawi. The College of Public Health Alumni Society connects and unites proud Ohio State public health alumni around the world with a focus on furthering the development of students in their educations and future careers. In addition, the College’s Health Services and Management Alumni Society anchors the community of alumni from that program by providing opportunities for professional engagement, improving educational programs and engaging the healthcare industry.

Mission and Vision

The College of Public Health’s mission is to protect and improve the health of the people of Ohio, the nation and the world. Through interdisciplinary research, it seeks to understand the forces that affect public health and the delivery of health services. The College prepares the next generation of public health practitioners, health care managers and scholars. Collaborating with government agencies and other partners, it develops solutions to current and emerging public health problems.

The mission of the College is directly aligned with that of the University: To advance the well-being of the people of Ohio and the global community through the creation and dissemination of knowledge.

Values

Four core values guide the College’s decisions and operations:

- **Equity.** The College believes in the fundamental fairness of a healthy world. All people should have an environment that optimizes health, access to affordable and high-quality health care, awareness of personal choices for improving health, and opportunities to help improve the health of our communities.

- **Ethics.** The College maintains high levels of academic and scientific integrity, conducts research that protects the rights and welfare of all study participants, and creates an inclusive environment that supports our faculty, staff, students and constituents.
• **Excellence.** The College pursues innovative research that is scientifically rigorous and relevant. It is committed to providing a high-quality learning experience and the tools to enable students to meet future challenges. The College values dedicated service and leadership that helps individuals and communities live healthier lives.

• **Diversity.** The College celebrates the richness that diversity brings to our society and works to create a welcoming culture that respects all forms of diversity. It is committed to increasing the diversity of its students, faculty, and staff and to equipping all graduates to contribute effectively to a diverse public health workforce.

**Divisions and Centers**

The College of Public Health is organized by divisions and centers to develop and enhance its programs in teaching and learning, research and outreach and engagement. The College comprises five divisions, each representing a core area of public health and offering advanced training leading to master’s and doctoral degrees:

- Biostatistics
- Environmental Health Sciences
- Epidemiology
- Health Behavior and Health Promotion
- Health Services Management and Policy

In addition, multiple centers advance the College’s education, research and service missions, reaching beyond the University to help communities thrive:

- Center for Health Outcomes, Policy and Evaluation Studies (HOPES)
- Center for Public Health Practice
- Center of Excellence in Regulatory Tobacco Science

**Education**

**Undergraduate Programs**

Through exceptional educational programs, undergraduates in the College of Public Health have opportunities to make a transformative impact on the community and change the world. Students in the Bachelor of Science in Public Health (BSPH) program take courses on contemporary topics such as environmental health, U.S. and international health care and emerging infectious diseases. Eligible students also have the option of pursuing the 3+2 undergraduate/graduate degree program, which offers students an opportunity to earn a BSPH and Master of Public Health (MPH) in five years.

In addition, the minor in Global Public Health (GPH) focuses on health issues affecting populations in the U.S. and low-to middle-economic status countries worldwide. The undergraduate minor in Epidemiology focuses on epidemiologic methods and two important content areas of the field: chronic disease epidemiology and infectious disease epidemiology.
Graduate Programs

The College offers the following graduate degree programs:

- Master of Public Health (MPH)
- Master of Health Administration (MHA)
- Master of Science (MS)
- Doctor of Philosophy (PhD)

In addition, the College offers several degree options that allow students to supplement their public health coursework with more focused, interdisciplinary study from another department. Dual or combined degrees afford students opportunities to earn two degrees in a shorter amount of time than they would independently. They include:

- College of Nursing MPH-Health Behavior and Health Promotion/MS-Nursing
- College of Engineering MPH-Environmental Health Sciences/MISE
- Glenn School of Public Affairs MPH/MA
- Fisher College of Business MHA/MBA, MPH/MBA
- College of Social Work MPH-Health Behavior and Health Promotion/MSW
  MPH-Health Services Management and Policy/MSW
- College of Medicine MPH/MD, MHA/MD
- College of Veterinary Medicine MPH/DVM
- Moritz College of Law MHA/JD

In addition, available public health minors, graduate specializations and certificates include the following:

- Graduate Certificate in Global One Health
- Graduate Interdisciplinary Specialization in Obesity Science
- Graduate Interdisciplinary Specialization in Global Health
- Graduate Minor in Public Health Behavior and Promotion
- Undergraduate Epidemiology Minor
- Undergraduate Global Public Health Minor

Research

The Ohio State University is one of America’s leading public research universities. The College of Public Health’s faculty reflect that excellence in creating new knowledge that improves the livelihoods and well-being of people in Ohio and around the world. Interdisciplinary research activities across the College address some of the greatest challenges of our day. The College of Public Health is a significant partner in two major initiatives at Ohio State: the Center for Clinical and Translational Science (CCTS); and the Center for Global Health. The CCTS grant from the National Institutes of Health is one of the largest ever received by the university.
College of Public Health research focus areas include:

- Infectious Disease
- Cancer Prevention
- Environmental Health
- Global Health
- Health Disparities including Multicultural Health
- Childhood Obesity
- Tobacco Control and Prevention
- Occupational Health
- Access to Health
- Health Care Policy and Management

Partnerships and Practice

Not long ago, infectious diseases dominated the burden of disease in the U.S. and globally. Today, the vast majority of deaths and disabilities relate to chronic diseases, such as cardiovascular diseases, chronic lung diseases, cancer, diabetes and mental illness, among others. In partnership with fellow Ohio State colleges, the College of Public Health studies population health across the life span, from conception to end of life.

In particular, the College of Public Health serves all of Ohio to help fulfill Ohio State’s mission as a land grant university. To serve the state’s diverse communities, the College must understand and articulate the challenges of public health and healthcare in Ohio, which reflect issues across the nation and around the world. Faculty, staff and students seek creative new solutions that promote health and prevent disease and disability across the state. The College has a national reputation in tobacco regulatory science and cancer prevention, particularly in the Appalachian counties of the state.

Learn more about the College of Public Health.
About The Ohio State University

Founded in 1870 as part of the Morrill Land-Grant Act, The Ohio State University is one of the nation’s largest major comprehensive public research universities, serving more than 68,000 undergraduate, graduate and professional students on six campuses. With more than 34,000 full-time equivalent employees, Ohio State is Ohio’s fourth-largest employer. Located in the capital city of Columbus, it is a major educational and economic force through its teaching, research and service mission. With more than 550,000 living alumni around the world, the university community is vast and diverse, having an impact on our global society in education, research and public service.

The University’s high-quality academic programs are extensive. There are 18 colleges and schools at Ohio State that collectively grant undergraduate degrees in more than 200 majors. The University’s more than 45,000 undergraduates have broad opportunities to major in the arts, architecture, biological sciences, business, communication, education, engineering, food, agricultural and environmental sciences, human ecology, humanities, nursing, mathematics, physical sciences, music, natural resources, public health, social and behavioral sciences, social work, and health and rehabilitation sciences. Graduate professional programs include these areas as well as dentistry, law, medicine, optometry, pharmacy and veterinary medicine. A large undergraduate population across multiple majors and fields offers opportunity for broad based local research in multiple areas of psychiatry.

One of Ohio’s greatest assets, Ohio State, is a world-class public research university and the flagship teaching and research institution in the state. The institution provides a distinctive educational experience for students and pursues cutting-edge interdisciplinary research that brings together scholars from diverse disciplines to solve key problems in society.

Discover more about Ohio State.

Time and Change: Ohio State’s Strategic Plan

To take the next bold leap in its land-grant history, the University engaged faculty, staff, students, alumni, friends and community leaders to create Ohio State’s strategic plan, Time and Change. Building on its existing strengths — including a vibrant student experience, research excellence, athletic prowess and a highly engaged Buckeye family — Ohio State aspires to be a leading national flagship public research university. The plan sets forth five pillars of focus:

1. Teaching and Learning
2. Access, Affordability and Excellence
3. Research and Creative Expression
4. Academic Health Care
5. Operational Excellence and Resource Stewardship
The Ohio State University Wexner Medical Center

The Ohio State University Wexner Medical Center comprises The Ohio State University Health System (OSUHS), the College of Medicine, the Health Sciences Library and the Faculty Group Practice. It is one of the largest and most diverse academic medical centers in the country and the only academic medical center in central Ohio. The medical center has more than 20 research centers and institutes, along with 25 core research laboratories that promote collaboration among experts from virtually all departments, divisions and brand campuses of The Ohio State University. As part of the medical school campus, multiple core facilities exist to facilitate high impact basic, translational and clinical research, including the following:

- The Institute for Behavioral Medicine Research
- Dorothy M. Davis Heart and Lung Research Institute
- The Ohio State University Comprehensive Cancer Center
- Drug Development Institute
- Center for Neuromodulation
- Wright Center of Innovation in Biomedical Imaging
- Center for Microbial Interface Biology
- Center for Clinical and Translational Science

The Ohio State University Wexner Medical Center recently launched a bold new strategic plan with the mission of improving healthcare in Ohio and across the world through innovation in research, education and patient care. The new strategic plan will accelerate the Wexner Medical Center’s history of driving breakthrough healthcare solutions to improve people’s lives.

Learn more about the Wexner Medical Center.
Leadership

Dr. Michael V. Drake became the 15th president of The Ohio State University on June 30, 2014. His service in higher education spans nearly four decades and includes senior leadership roles at universities and national organizations dedicated to advancing education.

During his tenure, Ohio State has seen record highs in applications, graduation rates, academic excellence, diversity and donor support, and increases in NIH and NSF research funding. The university has received national recognition for its commitment to teaching and learning as well as excellence in patient safety and clinical outcomes at the university’s Wexner Medical Center.

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; access, affordability and excellence; research and creative expression; academic health care; and operational excellence and resource stewardship.

To support greater access to an affordable and excellent Ohio State education, Dr. Drake directed the university to identify $400 million by 2020 to lower costs and improve value for students and families. By March 2015, the university had generated more than $1.5 billion through operational efficiencies and innovative funding strategies.

The university has committed more than $100 million in additional need-based aid to students and families since 2015, well exceeding its stated goal of reaching that number by 2020. The President’s Affordability Grant Program, now in its fourth year, supports more than 15,000 middle- and lower-income students at all Ohio State campuses. The Buckeye Opportunity Program, which ensures that financial aid covers the cost of tuition and mandatory fees for qualifying Ohio students, is expected to benefit 3,000 students on the Columbus campuses and another 1,200 students on the Lima, Mansfield, Marion and Newark campuses and at the Agricultural Technical Institute in Wooster.

Dr. Drake is a member of the National Academy of Medicine and the American Academy of Arts & Sciences. He is chair of the Association of American Universities and chair-elect of the Association of Public and Land-grant Universities. Dr. Drake also holds leadership roles for the University Innovation Alliance, American Talent Initiative, National Collegiate Athletic Association, Big Ten Conference and Rock and Roll Hall of Fame.

Dr. Bruce A. McPheron, executive vice president and provost, is The Ohio State University’s chief academic officer. In this role, he is responsible for the administration and strategic planning, development and review processes for the university’s academic mission.

Dr. McPheron’s leadership includes oversight of 15 colleges, five campuses and more than 7,000 tenure-, clinical-, research-track and associated faculty. In addition, he oversees academic programs for 66,046 undergraduate, graduate and professional students, more than 200 majors and almost 13,000 courses, along with the support of a library system with 5.8 million volumes in its collection and electronic access to 48 million books and journals.
He convenes and is chair of the Council of Deans and the Senior Management Council, two university councils that lead and work with both academic and academic-support units to align strategies with resources. His extensive national academic leadership service currently includes the Big Ten Academic Alliance Provosts Council and the Association of Public and Land Grant Universities (APLU) Council on Academic Affairs executive committee. In addition, his community engagement includes the Experience Columbus, the Columbus Council on World Affairs, and the Feeding America Boards of Directors.

A professor of entomology, he has taught undergraduate and graduate courses, including courses in international agriculture. His research has focused on the use of genetic tools to examine population structure in pest insects of global quarantine significance and resulted in extensive field-work on multiple continents. He is an elected Fellow of the American Association for the Advancement of Science and the Entomological Society of America. As an academic leader he has been instrumental in connecting faculty and other researchers in innovative collaborations across disciplines.

Prior to joining Ohio State’s faculty in 2012 as the vice president for agricultural administration and dean of the College of Food, Agricultural, and Environmental Sciences, he previously served as dean of the College of Agricultural Sciences at The Pennsylvania State University.

Columbus, Ohio

Columbus is one of the fastest growing major metropolitan areas in the country, 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. Its diverse population — 109 languages are represented — makes Columbus a microcosm of America.

Ohio’s state capital is the 14th largest city in the U.S. and second largest in the Midwest behind Chicago, larger than Charlotte, Seattle, Denver, Boston, Nashville and Baltimore. The population of the greater Columbus metropolitan area is more than two million. At the same time, the cost of living in Columbus is 10 percent below the national average. The median home sales price for the year ending June 2017 was $145,000.

Intelligent Community Forum named Columbus one of the seven most intelligent communities in the world; the city has more Ph.D.s than the national average and the largest concentration in the Midwest. There are 56 college and university campuses within the Columbus region, and 27 area high schools were in the top 10 percent of U.S. News & World Report’s 2017 Best High Schools in America.

Columbus is within 550 miles of nearly half the nation’s population. John Glenn Columbus International Airport, 10 minutes from downtown, offers more than 150 daily nonstop departures to 35 airports. During the work week, the average Columbus commute is just 23.3 minutes and can be significantly less.

Learn more about Columbus.
Procedure for Candidacy

All inquiries, nominations and applications are invited. Interested candidates should provide a letter of interest addressing the themes described in this leadership profile along with a *curriculum vitae*.

Candidate materials should be emailed to Ohio State’s search consultants, Philip Tang, Jeff Schroetlin and John McFarland, at OSUPublicHealthDean@wittkieffer.com. The consultants can be reached by telephone at 630-575-6975.

For fullest consideration, candidates are encouraged to submit their materials as soon as possible. Review of candidate materials will begin on January 7, 2019.

*To build a diverse workforce, The Ohio State University encourages applications from individuals with disabilities, minorities, veterans and women. The University is an EEO/AA employer.*