



THE OHIO STATE UNIVERSITY

Search for Executive Vice President and Provost The Ohio State University Columbus, Ohio

THE SEARCH

The Ohio State University seeks a strategic, collaborative, values-driven, and innovative leader to serve as its next Executive Vice President and Provost (provost). As part of a new administration, the provost will join a team that is committed to leading with excellence, nurturing interdisciplinary opportunities, and working as one university to further Ohio State's 154-year history of excellence. Ohio State's enviable scale and disciplinary breadth present a special opportunity to transcend traditional boundaries and create lasting impact in the world at this moment of transformation for education. The university is poised to build on innovative education and research programs that lead the nation and exemplify the role of a modern land-grant university by furthering an excellent learning environment, preparing students from all backgrounds for active citizenship in the 21st century, expanding the research and innovation enterprise, and strengthening engagement with community, government, and private partners to foster a sustainable economy in a socially just and environmentally sustainable way.

With President Ted Carter arriving in January 2024, the next provost will begin at a time of tremendous opportunity and optimism. The provost will work with the president and the academic community to develop a strategic vision for the future of Ohio State that further elevates its academic excellence and role as one of the preeminent public research universities in the world while making a profound impact on the State of Ohio. The university seeks an outstanding scholar, leader, and administrator who is collaborative, consensus-building, visionary, and decisive. The provost will inspire a dynamic, dedicated, and talented team of colleagues to propel Ohio State forward to meet the pressing needs of the state, nation, and world and serve as an engine for societal good and equity. The provost must be an innovative leader who is committed to faculty and student success, a passionate champion to lead the university's Shared Values, an exceptional communicator who is skillful at building relationships with internal and external partners, and a savvy and insightful organizational leader who is committed to efficiency and business optimization.

Ohio State is a world-class flagship, land-grant public research university with a nationally renowned academic medical center. It is at once urban and rural, focused on advancing its land-grant mission by providing access to an excellent and affordable education, groundbreaking research and creative expression, and outstanding healthcare delivery. Ohio State is one of the largest universities in the U.S. and enrolls nearly 65,500 students, employs approximately 8,100 academic and 43,000 administrative staff, and has an annual operating budget of about \$8.8 billion. The university's annual research expenditures exceeded \$1.36 billion in FY 2022 ranking 11th among all universities nationwide. The university boasts more than \$140 million in annual industry-sponsored research, ranking sixth among all universities nationwide. Additionally, with one of the largest alumni populations in the world, the generosity and philanthropic spirit of this community has resulted in incredible private support for Ohio State.

Ohio State's Columbus campus sits within the nation's 14th largest city, which has been recognized not only as the fastest growing city in the Midwest, but also as an emerging hub for high-tech companies, and a center for education, healthcare, and the arts. Approximately 5,000 students attend Ohio State's regional campuses in Lima, Mansfield, Marion, and Newark and the Agricultural Technical Institute, which is located on the Wooster campus of the College of Food, Agricultural, and Environmental Sciences.

ROLE OF THE EXECUTIVE VICE PRESIDENT AND PROVOST

The Executive Vice President and Provost reports directly to the president and is the chief academic officer of the university. As such, the provost oversees a broad portfolio in the Office of Academic Affairs that spans the entire university and advances initiatives that drive excellence in the academic mission and support student and faculty success.

Given the scale of the university, the provost is responsible for a massive enterprise. The deans of all 15 academic colleges and University Libraries report to the provost, who also has oversight of the university's four regional campuses and the Wexner Center for the Arts. The provost also leads the Office of Academic Affairs and oversees 12 vice provosts and directors who are organized into portfolios that include:

Faculty Eminence; Student Academic Excellence (including academic programs and undergraduate and graduate education); Strategic Enrollment Management; Online Learning; External Engagement (including global strategies and international affairs, outreach and engagement, regional campuses, and the arts); Academic Talent, Culture, and Inclusive Excellence; Technology and Digital Innovation; and Operational Excellence.

The provost, in close collaboration with the president and in active consultation with the University Senate, has responsibility for ensuring the academic prominence and impact of Ohio State by guiding academic planning efforts, promoting university-wide initiatives, recruiting and retaining an outstanding faculty, and formulating academic policies. In order to do so, the provost must collaborate with all members of the President's Cabinet and other key leaders across the university, especially the Senior Vice President for Business and Finance and Chief Financial Officer; the Senior Vice President for Student Life; the Executive Vice President for

Research, Innovation and Knowledge Enterprise; and the Executive Vice President/CEO of Ohio State Wexner Medical Center, among others. The executive vice president and provost and the executive vice president and chief executive officer of the Wexner Medical Center will cooperate to coordinate clinical activities of the seven health sciences colleges to align strategic efforts of academic affairs and the Wexner Medical Center. Specifically, for clinical-related components, the College of Medicine has a solid line reporting structure to the EVP and CEO and the remainder of the health sciences colleges have a solid line reporting structure to the provost and a dotted line reporting structure to the EVP and CEO.

Specific duties of the role include, but are not limited to:

- Academic Planning, Programs and Policies: The provost guides university-wide academic planning; leads the development, implementation, assessment, and improvement of academic programs and supporting infrastructure, including facilities and information technology; and drives student success and strategic enrollment growth.
- Academic Personnel Administration: The provost leads planning processes for academic leaders and faculty recruitment, retention, and renewal while overseeing faculty appointment, development, complaint resolution, tenure, and promotion processes.
- Academic Support and Outreach Programs: The provost is responsible for university-wide integration of international academic programs and academic support programs for graduate and undergraduate students.

THE OPPORTUNITIES AND CHALLENGES FOR THE EXECUTIVE VICE PRESIDENT AND PROVOST

To achieve its bold ambitions and plans, Ohio State requires a provost with a keen understanding of the higher education landscape and an entrepreneurial mindset to leverage the considerable resources of the university in pursuit of an even higher level of excellence, impact, and recognition. First and foremost, the provost should be a community builder who engages and listens to the numerous stakeholders, bringing together people and programs across the entire university. At the same time, the provost will need to communicate frequently with all stakeholders as they steward the university forward to embrace the changes of these dynamic times. In particular, the provost will address the key opportunities and challenges, which are detailed below:

Inspire, co-create, and promote the academic vision for the future

As the most visible champion for Ohio State's academic enterprise, the provost will develop a collaborative vision for the academic goals of the university. The new provost will bring energy to the task of engaging, inspiring, and motivating leaders across the university in both curricular and non-curricular units, including deans, chairs, faculty, and staff to align their respective academic missions to help the university fulfill its bold aspirations. To do so, the provost will successfully integrate academic operations with long-term planning and strategic goal setting. As the chief academic officer, the provost plays a key role in making the academic excellence of

the university visible nationally and internationally. It is expected that the university will continue its leadership in student access, affordability and success, while also recognizing and supporting cocurricular, non-curricular, and extracurricular programs that make vital contributions to the academic goals and support experiential learning for students.

Encourage, empower, and support faculty and deans

The quality of Ohio State's academic programs and disciplines is essential to the university's scholarly mission and to its identity as a top-tier public research university, that relies on the caliber, diversity, and success of the faculty. As the leader of a talented and committed team of deans and vice provosts, the provost will build upon the existing excellence, knowledge, and skills of the academic and non-academic leaders, that are committed to "One University." The provost will nurture a teamwork culture, mentor, and support colleagues to achieve their goals, while bringing a consultative and partnership-oriented approach to moving the academic mission forward to have a greater impact on Ohio and the world.

Ohio State boasts nationally and internationally recognized faculty across all fields. The provost should be focused on faculty recruitment, development, and retention. As chief academic officer, the provost is accountable to assess the quality and rigor of programs and hold faculty as well as academic leadership to the highest standards in research and scholarship, teaching and service.

Integrate seamlessly Ohio State's multiple campuses and health sciences into "One University"

Ohio State encompasses multiple campuses, a comprehensive healthcare system, and academic activities that are global in scale. In a decentralized environment, the provost must drive cohesion among the units and inspire a one-university culture, setting forth shared objectives for knowledge generation, scholarship, transformational education and student success, and service to the state, nation, and world. While drawing on the collaborative culture of the university to promote innovative and inclusive pedagogy and motivating interdisciplinary collaborations, the provost must recognize differences across units and empower them to develop plans that are relevant and applicable to their own domains. Wherever possible, the next provost should continue to evaluate and reduce bureaucratic constraints that impede collaboration and may be limiting the full potential of the university.

Strengthen and advance student success

Ohio State is committed to providing all students, regardless of background and/or financial means, exceptional experiences, tools, and opportunities to succeed throughout their entire academic journey. As Ohio State provides opportunities for lifelong learning, leadership, and success in a global society, the provost will ensure a firm commitment to academic excellence and innovation. This includes the development of novel degree programs, the advancement of student retention and completion efforts, and the creation of highly engaged and positive learning environments and experiential opportunities for all students, which draw on adaptive learning and innovative delivery tools and platforms.

Align complex financial enterprise for 21st century strategic impact and growth

Ohio State operates under a responsibility-centered management (RCM) budget model that has incentivized the development of innovative programs and resource-generating activities. Ohio State has also taken significant steps to leverage assets (e.g., parking and energy) and to control costs. Working in concert with colleagues, the provost must provide leadership to the effectiveness of strategic resource management measures relative to the pursuit of academic excellence and student success. In collaboration with the president, the Chief Financial Officer, and the Senate Fiscal Committee, the provost will need to examine the budget model to ensure it supports all of Ohio State's ambitious academic, research, and outreach goals.

QUALIFICATIONS & EXPERIENCE

To build on this foundation of strength, Ohio State seeks a values-driven and thoughtful leader with an outstanding record of scholarly achievement, high integrity, ambitious vision, and a collegial and transparent leadership style. Candidates should demonstrate significant leadership in a large, highly complex enterprise. While no single candidate will have all the ideal qualifications, Ohio State seeks candidates with the following qualifications and abilities:

- National and international distinction as a scholar, researcher, and educator with a record appropriate for a position as full professor at Ohio State
- Proven record of achievement in recognizing, building, enhancing, and sustaining excellent academic programs
- Profound understanding of the academic, organizational, and financial issues facing a world-class research university
- Respect for and demonstrated experience in working collaboratively in a shared governance environment
- Demonstrated ability to lead complex resource allocation processes and achieve academic and administrative priorities through strong financial management
- Excellent communication skills with a demonstrated ability to listen to a variety of constituent groups, synthesize input, make decisions, and share information broadly and succinctly to build consensus and support for actions
- Demonstrated success in planning, implementing and evaluating innovative student outcomes
- Ability and experience in leading broad intellectual activities and tackling the most challenging and complex societal issues (i.e., climate change, racial injustice, health disparities, etc.)

- Profound understanding of the mission of a land-grant academic institution.

More About The Ohio State University

Founded in 1870 as the land-grant and state flagship university, and subsequently receiving designations as a sea- and space-grant university, The Ohio State University is one of the world's finest institutions of higher education. A member of the distinguished Association of American Universities, it is consistently recognized among the most innovative and far-reaching universities in the world. It is an engine of innovation and discovery with annual research expenditures of approximately \$968 million. The central campus is located in the state capital of Columbus with regional campuses in Lima, Mansfield, Marion, Newark, and ATI in Wooster that extend its reach and provide access to students throughout the state. The Ohio State University boasts 570,000 living alumni, and its endowment stands at nearly \$7.4 billion.

The university is home to approximately 65,500 students and 51,000 faculty and staff. With 15 academic colleges, a nationally renowned academic medical center, and hundreds of undergraduate and graduate programs as well as dozens of centers and institutes, the university has an astonishing intellectual range. It is an institution with enormous ambition and potential to achieve even greater heights. The 2022-23 Academic Plan moved the university forward on many dimensions and established Ohio State as a national leader in programs to support affordability and access for students.

Students at Ohio State are exposed to a vast array of ideas, experiences, and cultures. While historic highs in applications, academic excellence, first-year retention rates, and graduation rates demonstrate that the university's momentum has never been greater, the university is committed to continuing to make investments and innovations to ensure more success in recruitment and retention.

The university's location is a major asset. With a metropolitan area population of approximately two million, Columbus encompasses a diverse community across many dimensions including race, ethnicity, culture, political affiliation, and socioeconomic status. It has an immigrant population that is over twice the state's average. It is home to an array of corporate headquarters across many sectors of the economy. The university enjoys a close collaboration with the business community through the innovative Columbus Partnership, which furthers the economic and social well-being of the region.

More information about The Ohio State University can be found at <https://www.osu.edu/>.

TO APPLY

Ohio State has retained Education Executives, a national search firm, to assist with this recruitment. Confidential inquiries, nominations, and applications may be directed to: osu.provost@edexsearch.com

Please note that all applications, nominations, emails, and other inquiries are subject to Ohio Public Records Law (Ohio Revised Code, chapter 149.43).

The Ohio State University is committed to equal employment opportunity, and does not discriminate on the basis of age, ancestry, color, disability, gender identity or expression, genetic information, HIV/AIDS status, military status, national origin, race, religion, sex, sexual orientation, protected veteran status, or any other bases prohibited by law, in its activities, programs, admission, and employment.