



# THE OHIO STATE UNIVERSITY

## FISHER COLLEGE OF BUSINESS

### Dean



**PREPARED BY:**

Anastasia B. Crosswhite, Shailaja Panjwani, Katherine Stellato

March 2024

Assignment: 18659-004

The next Dean of the [Max M. Fisher College of Business](#) at The Ohio State University (Ohio State), one of the nation's leading flagship public research universities, will be a visionary leader, dedicated to enhancing and strengthening the mission of the College, and furthering its commitment to excellence in instruction, research, and business and community engagement. Reporting to the executive vice president and provost, and serving as the chief academic officer of the College, the Dean will build upon an established, and successful business college enterprise, leading its next exciting phase of growth and development.

The Dean will provide an innovative strategic vision and leadership that propels the College's academic, research, and engagement programs to the next level. The Dean will set priorities for the College, and elevate contemporary goals which enhance scholarship, advance external business partnerships, and provide excellence in undergraduate, graduate, and professional education with a diverse group of students, faculty, and staff. The Dean will harness the power and resources of Ohio State to build new, collaborative, innovative and sustainable programs that are highly relevant to students and faculty across the University, and the broader community.

The next Dean of the Fisher College of Business will have the opportunity to enhance the College's strengths and lead the college to – (1) enroll an exceptional and diverse student body; (2) provide innovative, and forward-thinking learning experiences for students, including online platforms; (3) promote curricular innovations to prepare students for contemporary business roles; (4) attract, support, and retain a world-class faculty and staff; (5) develop and further enhance strong business community relationships, and partnerships; and (6) ensure the College remains financially sound, and drive additional philanthropic support, and research funding.

Successful leadership by the next Dean will involve driving changes in Fisher's influence and impact within the field of business education, as well as realizing new opportunities for innovative collaborations across the University. The Dean will also engage with national, and international business partners in the development of meaningful collaborations between the college and the global business community. More information about the College's impact can be found [here](#).

## KEY RESPONSIBILITIES

- Developing and implementing an ambitious and innovative strategy that is responsive to the long and short term needs of the market for business education and accrues significant competitive advantage to the College.
- Providing leadership to the College in all academic matters, including research, curricular initiatives, and faculty recruitment and retention, to strengthen the College's reputation in academic, scholarship, and external partnership excellence.
- Ensuring that the undergraduate and graduate educational programs provide a positive learning experience, and accountability to the community, offering high-quality, and innovative educational opportunities to facilitate the transition from student to professional.

- 
- Working effectively with business partners in the community to promote the success of the Fisher College of Business and University.
  - Leading the College's ability to catalyze funded research, and forming collaborations to further develop a robust inter- and intra-disciplinary research program. Promoting and facilitating collaborative relationships with other Ohio State colleges.
  - Providing the necessary stewardship of the College's fiscal and human resources to ensure the successful execution of its primary missions; , ensuring financial security for the College and securing additional funding for expanded space, and key strategic initiatives.
  - Fostering alumni recognition and participation in the growth of the College and expanding the College's philanthropic base, recognition, and respect.
  - Serving as the principal advocate and spokesperson for the College in the Ohio State community and representing the College to local, national, and international constituencies in the public and private sectors.
  - Interpreting and responding to local, national, and international events that affect the College.

#### **IDEAL EXPERIENCE**

- Demonstrated track record of accomplishment in higher education, and/or business conceptualizing, and implementing innovative initiatives, and collaborations that result in measurable progress, and impact.
- Demonstrated ability to relate to and energize the College's many constituencies with success in organizational design and change management, with an emphasis on people, relationship effectiveness, and innovative approaches to programming.
- Proven leadership in a diverse, urban and engaged environment that fosters innovation, ethics, excellence, collaboration, diversity in intellectual thought, perspectives, and shared governance.
- Demonstrated success in partnering in a large, complex environment, advancing fundraising success through a diversified and creative approach of individual, corporate, and foundation related philanthropy.
- Experience building and leading high-performing, highly diverse, entrepreneurial teams capable of driving growth and change. Excellent financial and human resource management skills. Unwavering commitment to diversity.
- Possess a strong external and interdisciplinary focus, with a desire to pursue intra- and inter-college partnerships including nurturing collaborations in education and research across university units, enhancing university-industry engagement, joint appointments, and/or building long-term relationships with the business community.

---

## **CRITICAL LEADERSHIP CAPABILITIES**

### **Acting Strategically**

The next Dean will have the strategic skills required to:

- Partner with faculty, other college and school leaders, and university leadership to adapt to emerging market realities, and pursue opportunities for programmatic growth, curricular development, and institutional impact.
- Identify, build, and leverage key differentiating factors for the College that will enable it to grow, and thrive, even amidst broad challenges in higher education, and business education in particular.
- Lead the development of cross-institutional programs and partnerships that will bring distinction to Fisher.
- Aligning Fisher's strategic initiatives in a manner that parallels the larger objectives of Ohio State.

### **Collaborative Leadership**

The next Dean will take full advantage of operating within a prominent public land grant university known for its strong culture of collaboration and partnership, and elevate the College by:

- Being an open, consultative, and collaborative leader who can take the College into its next chapter by partnering with and motivating faculty, staff, and students to take the school to a new level of defined success.
- Building effective relationships with a wide range of constituents, and clearly communicating institutional priorities, including goals, risks, and costs.
- Being a team player who will work collaboratively with other Deans, academic leaders, and university administration to set a strategic vision for the business school in the broader context of the university, and help the university, and the business school, achieve shared goals.

### **Driving Results**

Fisher has the opportunity for greater visibility, impact, and recognition. The next Dean will realize this opportunity by:

- Driving significant improvements in the stature of the College, while responding to the needs of the business partners, and community it serves.
- Conceiving and implementing innovative offerings that build on its existing markets, as well as open up new market segments.
- Adapting to changing higher education internal political realities, expectations, and resource constraints, while maintaining momentum, and energy.
- Enthusiastically representing the College to alumni, and other internal, and external constituencies in support of greater visibility, and fundraising activities.

## **OTHER PERSONAL CHARACTERISTICS**

- Creative, entrepreneurial, pragmatic.
- Able to inspire, motivate, and connect with others.
- Fosters an inclusive culture.
- Energetic and ambitious. Leads with passion.
- Highly collaborative with unquestioned integrity.
- Exemplary interpersonal and communications skills with cultural agility.

## MAX M. FISHER COLLEGE OF BUSINESS

The Fisher College of Business is home to world-class faculty, dedicated students, outstanding staff, and innovative center directors, dedicated to the creation of programs and degrees designed to solve the challenges of business. From harnessing the power of data and business analytics, to educating leaders on the complexities of today's markets and supply chains, the College continuously enhances its portfolio of degrees to keep pace with a dynamic business landscape. The College has 169 full-time faculty; 100 are tenure-track faculty members.

The Fisher College of Business distinguishes itself through its rigorous, action-based curriculum, and real-world experience that prepare students to discover their passions, and launch their careers. With a focus on leadership development, global awareness, entrepreneurial curiosity, and commitment to community, the Fisher College of Business equips students to make an immediate impact on the world.

In 1916, the College of Commerce was established at Ohio State. In recognition of a major philanthropic commitment, it was named the Max M. Fisher College of Business in 1993. Encompassing 370,000 square feet, the Fisher complex consists of five academic buildings the Blackwell Inn and Conference Center. Today the College has 8,800 undergraduate and 1,000 graduate students. The faculty are organized into five academic departments, Accounting and Management Information Systems (AMIS), Finance (FIN), Management and Human Resources (MHR), Marketing and Logistics (ML), and Operations, and Business Analytics (OBA). The College is also home to 10 research centers of excellence focused on connecting faculty, staff, and students with local, and global organizations.

The Fisher College research expenditures were \$4.62 million in FY 2022. New philanthropic activity was \$28.29 million in FY 2023.

### Fisher College Strategic Plan: Champions of Change

At The Ohio State University, being a champion – one who rises above challenges to reach new heights of success – is an expectation, not an aspiration. It is this assumption that drives the Fisher College of Business community in the rapidly changing landscape of business education.

The College's values in the pursuit of purposeful change include: leading with integrity, and creating principled leaders; practicing empathy, and appreciating all perspectives; embracing diversity, and benefiting from differences; and building an inclusive community that values social responsibility as part of the University's land-grant mission. View the Strategic Plan [here](#).

### Fisher College of Business Rankings

- *U. S. News & World Report* has ranked the Fisher College of Business across several key categories: Undergraduate Program – Public Universities (#7), Working Professionals – Public Universities (#7), Full-Time MBA – Public Universities (#17), Executive MBA – Public Universities (#10), Specialized Master in Business Analytics (#17).
- *Financial Times* has ranked the Specialized Master of Finance – Public Universities (#4).
- *Public Accounting* has ranked Master of Accounting (#6) and Ph.D. Accounting and Management Information Systems – Public Universities (#14).

- 
- *UT Dallas Research Rankings* has ranked the College Top 25 in North America and 11<sup>th</sup> among public Universities.
  - Publishing in disciplinary journals, 2018-2022, the rankings among public universities are 6<sup>th</sup> for Accounting, 2<sup>nd</sup> for finance, 18<sup>th</sup> for management, 9<sup>th</sup> for marketing, and 8<sup>th</sup> for operations.

## THE OHIO STATE UNIVERSITY

The Ohio State University is a world-class public research university and the flagship teaching and research institution in the state. *U.S. News and World Report* ranks Ohio State No. 17 among public universities. 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 societal problems.

Founded in 1870 as part of the Morrill Land-Grant Act, Ohio State is one of the nation's largest major comprehensive public research universities, serving more than 59,000 undergraduate, graduate, and professional students. With more than 34,000 full-time equivalent employees, the university 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 500,000 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.

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

The Office of Academic Affairs at Ohio State has also launched a new [academic plan](#) that defines six focus areas: faculty eminence, student academic excellence, external engagement, inclusive excellence, technology and digital innovation, and operational effectiveness.

## COLLEGES AND SCHOOLS

Collectively, 15 Ohio State colleges and six schools, in addition to four regional campuses and the Agricultural Technical Institute, grant undergraduate and graduate degrees in more than 200 majors and areas of study:

- [College of Arts and Sciences](#)
  - [School of Communication](#)
  - [School of Earth Sciences](#)
  - [School of Music](#)
- [Max M. Fisher College of Business](#)
- [College of Dentistry](#)
- [College of Education and Human Ecology](#)
- [College of Engineering](#)
  - [Austin E. Knowlton School of Architecture](#)
- [College of Food, Agricultural, and Environmental Sciences](#)
  - [School of Environment and Natural Resources](#)
- [Graduate School](#)
- [John Glenn College of Public Affairs](#)
- [Michael E. Moritz College of Law](#)



- 
- [College of Medicine](#)
    - [School of Health and Rehabilitation Sciences](#)
  - [College of Nursing](#)
  - [College of Optometry](#)
  - [College of Pharmacy](#)
  - [College of Public Health](#)
  - [College of Social Work](#)
  - [College of Veterinary Medicine](#)

## WEXNER MEDICAL CENTER

The faculty and staff at the Ohio State University Wexner Medical Center improve people's lives across the nation with life-altering biomedical discoveries and breakthrough healthcare solutions. The Wexner Medical Center has more than 20 research centers and institutes along with 25 core research laboratories that promote collaboration among experts across Ohio State. Multiple core facilities exist to facilitate high-impact basic, translational, and clinical research, including the renowned [Ohio State University Comprehensive Cancer Center](#). In addition to these innovations, the Wexner Medical Center has forged relationships to expand access to health care. Ohio State joined Mercy Health to form [Healthy State Alliance](#), an initiative designed to tackle Ohio's most critical health needs, including reducing opioid overdoses and related deaths and increasing access to cancer and transplant care.

## THE COMMUNITY



### 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.

Intelligent Community Forum named Columbus one of the seven most intelligent communities in the world. The city has more Ph.D. holders than the national average and the largest concentration in the Midwest, plus there are 56 college and university campuses within the Columbus region.

Economic development is strong in Columbus and across the state. As the largest single private-sector investment in Ohio history, Intel has picked Greater Columbus for a new factory that is expected to create 3,000 Intel jobs and 7,000 construction jobs over the course of the build and to support tens of thousands of additional local long-term jobs across a broad ecosystem of suppliers and partners. JobsOhio, the state's unique private economic development corporation, acts as a catalyst for high-growth business investments and job creation that are helping propel the state's ingenuity and ambitions forward.

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.](#)



## THE SEARCH PROCESS

Spencer Stuart, a global executive search and leadership advisory firm, has been retained by The Ohio State University to help identify and recruit the new Dean. All inquiries, nominations, and applications (CVs and letters of interest) should be sent electronically and in confidence to:

[OhioStateFisherDean@spencerstuart.com](mailto:OhioStateFisherDean@spencerstuart.com).

*The Ohio State University values diversity and is committed to equal opportunity for all persons regardless of age, color, disability, ethnicity, marital status, national origin, race, religion, sex, sexual orientation, veteran status, or any other status protected by law.*