



THE OHIO STATE
UNIVERSITY

**An Invitation to Apply for the Position of
Dean, College of Arts and Sciences**

THE SEARCH

The Ohio State University seeks a strategic, visionary, and entrepreneurial leader to serve as the Dean of the College of Arts and Sciences (ASC). This is an opportunity to lead a large and complex academic unit of enormous intellectual range and depth: the College encompasses more than 38 departments and schools as well as more than 20 centers and institutes. ASC is at the core of Ohio State; it engages nearly every undergraduate student at the University and generates nearly half of all credit hours on the Columbus campus. It is home to more than 2,300 faculty and staff and enrolls more than 17,500 undergraduate students and 2,300 graduate students.

Ohio State is one of the legendary institutions of higher education. Ranked 17th among the nation's public universities by US News and World Report, the University is known for its commanding scale, distinction and quality in research and teaching, disciplinary range, and fidelity to its land grant roots and its public service mission. The University as a whole includes 7,500 faculty and 25,000 administrative and professional staff, and serves nearly 68,000 undergraduate, graduate, and professional students on six campuses.

The Dean of the College of Arts and Sciences joins Ohio State at a propitious moment. In 2020, the campus welcomed Dr. Kristina M. Johnson as the University's 16th president, and earlier in 2021, Dr. Melissa Gilliam was named Ohio State's Executive Vice President and Provost. The Dean will join this dynamic leadership team as Ohio State forges a defining path for the 21st century land grant university and its potential for global impact. The University is in the midst of *Time and Change: The Ohio State Campaign*, which has a goal of \$4.5 billion and the announced aim of engaging 1 million supporters, an unprecedented level in higher education, to help realize its visionary goals. It is an inflection point for the institution, and aspirations and ambitions for this great University run high.

Reporting to the Executive Vice President and Provost, the Dean will work collaboratively within the College and across the University. The Dean will advocate for the full range of disciplines within ASC and be an enthusiastic proponent of the intrinsic value of the liberal arts and sciences externally. The Dean will champion disciplinary and curricular innovation as well as interdisciplinary collaboration and lead a diverse community of trailblazing scholars. The successful candidate will possess credentials for appointment as full professor, with a terminal degree, an exemplary record of intellectual accomplishment, and a demonstrated commitment to practices that strengthen institutional equity, diversity, and inclusion.

THE COLLEGE OF ARTS AND SCIENCES

ASC is an expansive enterprise. Over 850 tenured and tenure-track faculty, 450 associated faculty, and 1,300 staff on five campuses work in the College. The College and its community members are drawn together by a common commitment to scholarship, academic excellence, liberal education, access and equity in higher learning, student success, and creating an inclusive environment. The College holds the conviction that diverse disciplines—and diversity in its faculty, staff, and students—are critical for true innovation and social impact. ASC drives both discipline-based engagement and many of the University's cross-disciplinary activities. Programs such as African American and African Studies, Comparative Studies, and Women's, Gender, and Sexuality Studies serve as sites of coordination and synergy. The College's twenty-plus centers and institutes promote high-impact collaborative research, building knowledge and developing new approaches for inquiry. The College is also home to the interdisciplinary major in international studies and is central to all five of Ohio State's interdisciplinary graduate programs: Biochemistry; Biophysics; Environmental Sciences; Molecular, Cellular, and Developmental Biology; and Neuroscience.

The College hosts a tremendous community of scholars. Among the faculty are nine members of the National Academy of Sciences, 26 members of the American Academy of Arts and Sciences, a MacArthur Fellow, a National Medal of Arts recipient, and 64 recipients of NSF Early Career Development Awards. In the 2019-2020 fiscal year, research awards (including but not limited to sponsored research) to Arts and Sciences faculty totaled \$119 million, with grantors including the Departments of Energy, Labor, and Defense, the National Endowment for the Arts, the National Endowment for the Humanities, the National Institutes of Health, and the National Science Foundation. The College boasts 23 endowed chairs and 25 endowed professorships, with further potential to be realized. Students, too, drive scholarship at the College. In spring 2021, 10 of the 19 Presidential Fellows (the most prestigious award conferred by the Graduate School) were Arts and Sciences students.

The College offers more than 80 majors, 100 minors, and 50 graduate programs. The College awards over 5,000 undergraduate degrees each year (nearly half of all undergraduate degrees awarded at Ohio State) and more than 700 graduate degrees. Nearly 50% of the credit hours taken on the flagship Columbus campus come from ASC, and the College has a large presence on the Ohio State regional campuses serving students across the state in Lima, Mansfield, Marion, and Newark.

Student outcomes validate the College's commitment to a diverse, liberal education, and the College works hard to ensure student success. ASC was a pivotal player in establishing a diversity requirement as part of the new General Education undergraduate curriculum and offers the majority of courses to fulfill this important aspect of student learning and development. Art Education majors go on to work for Hyatt Hotels; English Majors for the Federal Bureau of Investigation; and Evolution and Ecology majors for Northrup Grumman. The Barnett Center for Integrated Arts and Enterprise is indicative of the ASC commitment to propelling students to real world success, bridging creativity with business and giving students the tools to professionalize their passions.

On the Columbus campus, the College claims many impressive research, performance, and instructional spaces: learning and discovery take place in 56 buildings. The College is nearing completion of two new buildings that will form the core of the new [Arts District](#). Positioned as the entryway to campus, the Arts

District will offer world class facilities in the visual and performing arts and integrate artistic, educational, social, and commercial activities. In addition, ASC's impact extends beyond the campus: Ohio State is one of the only land grant institutions in a state capital city, and the College has a leading role to play in thinking about Central Ohio's diversity and the opportunities that an urban university presents for engagement, outreach, and research.

Ohio State operates under a responsibility-centered management (RCM) budget model. The 2020-2021 operating budget for Arts and Sciences is \$400 million. The College's endowment is \$283 million. Its *Time and Change* campaign goal is \$400 million, of which roughly three-quarters has been raised to date.

THE OHIO STATE UNIVERSITY

Founded in 1870, Ohio State is one of the nation's finest institutions of higher education. Its main campus is located in the state capital of Columbus, a thriving, diverse, and ascendent city.

With 15 academic colleges and a wealth of disciplines, the University has astonishing intellectual range. All of the colleges are present on the Columbus campus, which opens the possibilities for seamless collaboration with numerous units. Students are exposed to a vast array of ideas, experiences, and cultures at Ohio State; inclusive excellence is a central tenet of the institution.

Columbus is the state's largest city, with a population that reflects diversity in many dimensions, including race, ethnicity, culture, country of origin, and socioeconomic status. It has an immigrant population that is over twice the state's average in relative size and large, vibrant LGBTQ+ communities. Columbus is consistently one of the fastest growing cities in the Midwest; current estimates project that it will add an additional million inhabitants by 2050, and it has become a magnet for business and industry headquarters. The city is energetic and dynamic, and its relationship with Ohio State is enduring and symbiotic.

The Ohio State University boasts 550,000 living alumni; its endowment stands at \$5.2 billion. Annual research expenditures are approximately \$850 million.

LEADERSHIP AND GOVERNANCE

In Summer 2020, **Kristina M. Johnson** became the 16th president of The Ohio State University. Before her arrival at Ohio State, Dr. Johnson was chancellor of the State University of New York (SUNY). Earlier in her career she founded and served as CEO of several science and technology companies, served as Under Secretary of Energy at the U.S. Department of Energy, and held academic leadership positions at Johns Hopkins University, Duke University, and the University of Colorado at Boulder. Dr. Johnson is a member of the National Academy of Engineering, the National Inventors Hall of Fame, and the National Academy of Inventors. She holds a BS, MS, and PhD in electrical engineering, all from Stanford University.

In her first year at Ohio State, Dr. Johnson set forth a challenge to the campus to become the leading land-grant university in the United States. Hallmarks of this vision are a focus on excellence in academics and inclusiveness; research and creative expression; entrepreneurship and partnership; and public

service. Announced initiatives include the goal of increasing the faculty by 350 members over the next ten years. Of specific note, the RAISE initiative calls for the hiring of 150 new faculty, 50 of whom will be scientists, artists, and scholars whose work addresses social equity and racial disparities, and 100 underrepresented and BIPOC faculty in all fields of scholarship. Another component of that overarching goal is a focus on cost, with the aim of making Ohio State the first school in the country to offer debt-free bachelor's degrees at scale.

Melissa Gilliam was named executive vice president and provost of Ohio State on August 1, 2021. Dr. Gilliam joined Ohio State from the University of Chicago where she was Vice Provost and the Ellen H. Block Distinguished Service Professor of Health Justice and professor of obstetrics and gynecology and pediatrics. Her scholarship addresses the health and well-being of adolescents using humanistic practices including game design, narrative, and design. Dr. Gilliam has a BA in English literature from Yale University; an MA in philosophy and politics from the University of Oxford; an MD from Harvard, and a Master of Public Health from the University of Illinois Chicago.

The University Senate, made up of 137 faculty, staff, students, and administrators, is the shared governing body of the University. The University is governed by a 20-member Board of Trustees.

For more information, visit <https://www.osu.edu/>.

ROLE OF THE DEAN

Reporting to the Provost, the Dean serves as the chief academic and executive officer of the College of Arts and Sciences. As the head of the largest unit in the University, the Dean must lead with strategic vision, execute with sophisticated tactics, and unite the diverse units within the College with a sense of common purpose. The Dean collaboratively sets the vision and strategic direction of the College. In addition, the Dean works in the College and in concert with other deans and University leadership to build interdisciplinary partnerships across the vibrant Ohio State landscape. Further, the Dean is the chief cultivator, champion, and steward of relationships with the College's significant alumni base.

The role of the Dean requires intellectual flexibility, energy, and discipline in thought and approach. Success in the position further demands partnership and trust. A commitment to academic excellence, dedication to equity and inclusion, and consistent communication are absolute requirements.

The Dean currently has 13 direct reports:

- Divisional Dean, Arts and Humanities, who also oversees Outreach and Engagement
- Divisional Dean, Natural and Mathematical Sciences
- Divisional Dean, Social and Behavioral Sciences, who also oversees Graduate Studies
- Associate Dean for Diversity, Equity, and Inclusion
- Associate Dean for Research and Creative Inquiry
- Associate Dean for Faculty Affairs
- Associate Dean for Space and Infrastructure
- Associate Dean for Undergraduate Education
- Associate Dean for Interdisciplinary Studies and Community Engagement
- Associate Dean

- Chief Administrative Officer of the College of Arts and Sciences
- Chief Advancement Officer for Arts and Sciences (dotted line)
- Senior Director, Marketing and Communications

KEY OPPORTUNITIES AND CHALLENGES

The next Dean of the College of Arts and Sciences will be empowered to:

Promote world class scholarship and a dynamic academic program.

Working with colleagues across the College, the Dean will nurture and support the work of the arts and sciences departments and disciplines. The Dean will ensure that support for faculty scholarship and research infrastructure is robust. The Dean plays a pivotal role in making sure conditions are present for faculty to do their best work and for scholarly trajectories to accelerate in ASC. The Dean will be intimately familiar with the centers and institutions housed in the College, supporting their success and ensuring strategic alignment with ASC goals and priorities. Further, the Dean will help to facilitate the recruitment of preeminent scholars to ASC.

The Dean will ensure that academic programs are vibrant, intellectually rigorous, and distinctive, and that students receive a strong education. Ohio State recently reworked its general education curriculum, which will launch Fall 2022. The Dean will lead ASC departments and faculty in taking advantage of the new General Education, which includes new themes of *Citizenship for a Diverse World*, *Lived Environments*, *Health and Wellbeing*, and *Sustainability*, all of which are particularly salient for the College's departments and programs. Further, as higher education moves past the current pandemic, the Dean will position the College to capitalize on new insights about online and distance delivery of learning, as well as the growth potential of master's and certificate programs.

Champion and lead the College as a leading intellectual and academic force, on campus and beyond.

The scale and scope of the College simultaneously present tremendous opportunities. At a moment when the state of the liberal arts is a major topic in higher education, OSU and ASC are well placed to lead in such conversations, owing to their size and formidable resources. The Dean will work collaboratively to develop a vision for the College—one that is forward thinking, that champions the power of the disciplines that make up the arts and sciences, and that embraces the College's responsibility as providing the core of the Ohio State undergraduate experience.

The Dean will be a strategist, observing the higher education landscape and seizing the opportunities it presents. The Dean will also be a master tactician, leveraging assets for maximum impact. In all these activities the Dean will be collaborative and entrepreneurial, encourage cross-unit, multi-campus collaboration, and demonstrate an abiding commitment to the mission and work of the College.

Champion and advance Ohio State's commitment to diversity, equity, and inclusion

The Dean will provide decisive and action-oriented leadership that advances the University's goals to create a more diverse, equitable, and inclusive community for all students, faculty, and staff, and possess

the knowledge and skillset to advance these values. The Dean will champion both University and College strategic plans that integrate diversity, equity, and inclusion into all facets of the College's activity. The Dean will lead and build an inclusive climate that engenders a healthy work and classroom environment for students, faculty, and staff. The goals for recruiting and retaining a diverse faculty are clear, and the RAISE initiative provides resources for ASC to be a leader on campus and nationally in increasing scholarship surrounding multiple topics.

Strengthen and rationalize resources within ASC.

ASC's budget is of good size and in healthy condition. The Dean must have the financial acumen to maintain the strength of the College's finances and ensure that it operates sustainably and proactively addresses potential financial stressors. The Dean will position the College structurally and programmatically to realize fully the benefits of the RCM budget model. In addition, the Dean will communicate effectively and build transparency with respect to budgeting processes, principles, and decisions.

Champion the College and grow its fundraising capacity and results.

As chief champion and advocate for ASC, the Dean will broadcast ASC's achievements and strengths, and marshal enthusiasm and financial support. With more than 200,000 living alumni, philanthropic potential is high, and there are also opportunities in organizational (foundation) fundraising to be realized. The Dean will be attentive to and prioritize development activities, effective in building relationships and irresistible in advancing ASC's case.

KEY QUALIFICATIONS AND CHARACTERISTICS

The successful candidate will possess many of the following professional qualifications and experiences and characteristics:

A track record of innovative, entrepreneurial, and collaborative intellectual leadership: Highly effective strategic oversight in administrative settings, with clear evidence of capacity for success in managing the scale and complexity of the College of Arts and Sciences. Demonstrated success communicating and implementing new ideas collaboratively. An ability to lead through change. Belief in shared governance, faculty engagement, and a commitment to open communication at all levels.

Commitment to academic excellence: Passion for supporting creative expression and discovery; enthusiasm about the value of all disciplines in the College; appreciation for the work of the College's faculty. Demonstrated success in strengthening academic programs and research; evidence of effective support for teaching and learning. A track record of embracing and encouraging multidisciplinary work; evidence of collaboration with partners from a range of disciplines.

Demonstrated record of commitment to diversity, inclusion, equity, and access: A history of strategic success in achieving a more inclusive and equitable community of scholars, staff, and students. Demonstrated effectiveness in recruiting and retaining a more representative and diverse community

of faculty and staff. Dedication to students; awareness and enthusiasm for the array of student backgrounds and needs at an institution like Ohio State.

Superb management, planning, and financial skills: Ability to work at scale, leveraging the talents of others on the team. The knowledge necessary to create a framework for resource allocation, policy creation, and systems building, and the skills required to communicate that framework with clarity. Commitment to the professional development of faculty and staff. Courageous leadership: willingness to take on difficult issues, consult widely, mediate disagreement, and act. An understanding of and interest in finances and the interplay of academic programs, resource requirements, market interest, and revenue generation (including fundraising).

Excellent communication skills, both oral and written; outstanding listening skills: Demonstrated talent for inspiring enthusiasm, energizing supporters, and influencing and motivating others. Skill and drive to advance the philanthropic goals of the College. Proven ability to navigate complex organizational structures, persuade others, and formulate and advance arguments in support of initiatives. A facilitative leadership style. Ability to articulate decisions clearly, consistently, and forthrightly.

Professional and personal qualities: Commitment to the mission, purpose, values, and ideals of The Ohio State University. An action orientation married with an inclusive, approachable presence; ability to inspire confidence. A resourceful approach to problem solving; embracing of innovation and experimentation. Optimism, resilience, persistence, curiosity, willingness to reflect and learn, and humility.

An earned doctorate (or terminal degree). A record of scholarship befitting the leader of a distinguished college of a major research university with an appointment as tenured full professor.

INQUIRIES, NOMINATIONS, AND REFERRALS

Confidential communications may be submitted electronically to:

John Muckle and Anita Tien, Partners
Andy Marshall, Senior Associate
Isaacson, Miller

<http://www.imsearch.com/search-detail/S8-137>.

The Ohio State University is an equal opportunity employer. To build a diverse workforce, the University encourages applications from individuals with disabilities, minorities, veterans, and women. All qualified applicants will receive consideration for employment without regard to age, race, color, religion, sex, sexual orientation, gender identity, national origin, disability status, or protected veteran status.