



THE OHIO STATE UNIVERSITY

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LEADERSHIP PROFILE

## Associate Vice Chancellor for Interprofessional Practice & Education



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*Leaders Connecting Leaders*

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## The Opportunity

The Ohio State University, which houses the largest health sciences campus in the United States, seeks a dynamic Associate Vice Chancellor for Interprofessional Practice and Education (AVC) who will transform the preparation of the next generation of health sciences professionals to collectively advance health and well-being. This newly created position marks a substantial commitment to evolve how Ohio State delivers collaborative health sciences education and training across the university, and how the clinical platform can innovate the future of team-based care at The Ohio State University Wexner Medical Center and beyond.

The Ohio State University is among the nation's leading flagship public research universities and has placed continued focus on driving breakthrough healthcare solutions that improve people's lives. Ohio State has seven world-class health sciences colleges, which include Dentistry, Medicine (including the School of Health and Rehabilitation Sciences), Nursing, Optometry, Pharmacy, Public Health and Veterinary Medicine. The Ohio State University Wexner Medical Center comprises seven hospitals and more than 100 clinical sites, over 2,000 clinical faculty, 800 residents and fellows and 20 research centers and institutes, with 25 core research laboratories that promote collaboration among experts from virtually all departments, divisions and branch campuses of Ohio State.

Ohio State seeks to be the leader for generating and disseminating best practices of interprofessional practice and education (IPE). The AVC will be the catalyst for these efforts across the university and medical center. The AVC will work with an engaged leadership team from each health sciences college to further develop and implement a bold new curriculum for IPE and establish the IPE office. The AVC will also work to innovate new educational models of practice across the Wexner Medical Center to create a learning environment that best prepares students for the future of team-based care. There is expected to be ample opportunities to publish findings from research and IPE models implemented at Ohio State, and the AVC will spearhead grant applications on IPE in collaboration with health sciences faculty. The environment for interprofessional education and collaborative practice has never been stronger at Ohio State, and this is a prime area of emphasis for the university and the new Executive Vice President and Chancellor for Health Affairs Dr. Harold "Hal" Paz. As a result, the incoming AVC will report directly to Dr. Paz and have the resources and institutional support to make transformational change across one of the largest and fastest-growing health sciences campuses in the world.

The ideal candidate will bring significant experience designing, implementing and evaluating interprofessional educational and practice-based change for health sciences from a similarly complex institution. Candidates must be doctorally prepared in a field related to the health sciences, be eligible for appointment at the rank of a tenured associate or full professor in one of the health sciences colleges and possess a national reputation for innovation in IPE. Candidates should also be able to communicate a compelling vision, build consensus in a highly matrixed environment and understand clinical practice, curriculum development and modern teaching methods.

## Position Summary

The AVC of IPE will provide a clear vision and leadership for interprofessional practice and education among Ohio State's seven health sciences colleges and Wexner Medical Center, while integrating these efforts with the university as a whole. The AVC will be responsible for planning, implementing and evaluating the Buck-IPE curriculum, an innovative curriculum developed by the health sciences colleges' academic associate deans. In addition, this individual will facilitate the design, implementation and evaluation of interprofessional practice opportunities that will establish Ohio State as an innovative national leader in interprofessional practice and education. The AVC will work closely with the health sciences colleges leadership, and chair the established iPEP (inter-Professional Education and Practice) Collaborative, comprising academic leaders and faculty from all seven health sciences colleges. The AVC will also work with medical center leadership to pilot and disseminate new models of care across the clinical platform. This individual will be responsible for conducting and acquiring funding for research on IPE in collaboration with health sciences faculty.

### Primary Responsibilities

- Ensures a dynamic strategic vision and plan for IPE at the university and medical center.
- Provides leadership in interprofessional curricular initiatives for the seven health sciences colleges.
- Works with educational leaders across Ohio State to support curricular changes and faculty development as it pertains to IPE.
- Spearheads the planning, implementation and evaluation of the Buck-IPE curriculum.
- Facilitates the design, implementation and evaluation of interprofessional practice opportunities for health sciences students.
- Innovates the future of team-based IPE for the health professions to prepare the current and emerging workforce for today and the future.
- Chairs the OSU iPEP Collaborative.
- Conducts research on IPE in collaboration with health sciences faculty.
- Spearheads grant applications on IPE in collaboration with health sciences faculty.
- Publishes findings from research and innovative IPE models implemented at Ohio State.
- Represents Ohio State in the Big Ten and other IPE forums.
- Presents collaborative work on IPE at national and international conferences.
- Identifies and establishes collaborative opportunities with external health sciences entities.

## Candidate Qualifications

The ideal candidate will bring significant experience designing, implementing and evaluating interprofessional educational and practice-based change for health sciences at a similarly complex institution. The person in this position must be doctorally prepared in a field related to the health sciences, have accomplishments to allow appointment at the rank of a tenured associate or full professor (including a national reputation as an educator and researcher with significant scholarly accomplishments in IPE) and have demonstrated expertise in:

- Interprofessional education and practice.
- High-quality teaching and research experience in a university setting.
- Curriculum development and education.
- Collaboration across health sciences disciplines.

The successful candidate should demonstrate these characteristics and behaviors:

- Leadership — a visionary, bold leader with the energy and enthusiasm to motivate others; delegates when appropriate, sets high standards for performance, makes timely and effective decisions and leads by example.
- Character — values-driven and ethically balanced; demonstrates integrity and honesty in decision making and in relationships.
- Passion for excellence — a demonstrated commitment to excellence in research, education and service that enhances Ohio State's reputation and visibility to the benefit of students and faculty.
- Communication skills — effective oral and written communication skills, with a contemporary appreciation of the role of digital, online and social media venues in sharing information; a good listener who gives and takes reasoned counsel.
- Experience — maturity in judgment and intellect; possesses an appropriately confident demeanor and demonstrates respect for others and appreciation for ideas and opinions.
- Strategic thinking — ability to provide leadership that integrates an expansive view of the future, articulates the role of health sciences colleges in helping to shape that future and develops an understandable and effective plan for achieving those objectives.
- Change management — the temperament to lead people through serious change in a constructive manner and to direct focus and energies toward future opportunities for organizational and individual growth.
- Team player — a collaborator who places the good of the whole ahead of personal issues; ability to build consensus and to synergize and incentivize cross-disciplinary cooperation.

- Political acumen — diplomatic, sensitive, politically effective and astute; transparent, open, inclusive and trustworthy.
- Judgment — understands the importance of deliberation and consultation as well as the need to make informed, data-driven and timely decisions; communicates and explains decisions in the context of Ohio State's mission and goals.
- Financial stewardship — ability to understand the financial implications of plans and decisions; ability to manage with budgetary discipline, to lead growth and to orchestrate and manage resources available for investment to optimal result.
- Management style — courageous and confidence-building leadership, particularly in times of crisis or difficulty; willingness to accept responsibility for decisions; conveys a high personal standard for accountability and expects the same from others; a sense of grace under pressure and a sense of humor.
- Diversity — a deeply rooted commitment to diversity at all levels as one of Ohio State's institutional values.
- Executive capacity — while vision and strategy development are essential and important, without the ability to execute implementation, these have little value; a demonstrated track record of successful vision and strategy implementation is paramount.

## Goals and Objectives

The following goals and objectives have been identified as priorities for the new AVC:

**Craft the vision and timetable for progress.** The AVC will be considered both the champion and expert for IPE across the university. It will be incumbent that the AVC help crystalize the vision for moving forward with actionable steps toward advancing health sciences IPE across the university and Wexner Medical Center, while ensuring these goals align with the overall university goals, policies and structure.

**Develop the IPE office.** The AVC will work to recruit key internal and external faculty and staff to successfully develop and implement the goals for IPE as set by the AVC, chancellor and iPEP. It is expected the AVC will need assistance from those such as instructional designers, faculty development professionals and faculty champions. The AVC will also utilize university-wide resources such as the Institute for Teaching and Learning and work to minimize any redundancy in efforts or resources across the university.

**Further develop, implement and evaluate the Buck-IPE Curriculum.** iPEP, with the assistance of consultants from the National Center for Interprofessional Practice and Education, has developed an exciting new curriculum that will transform how Ohio State educates its health sciences students. The AVC will work to establish the curriculum and use it as a launching board for further curricular developments.

**Innovate interprofessional practice opportunities at Wexner Medical Center.** With the size of Ohio State's clinical enterprise, there exists both the complex challenge and abundant opportunity to pilot new models of interprofessional practice in a variety of settings. The AVC will play a critical role in ensuring the practice environment mirrors the educational and simulation models the Buck-IPE curriculum introduces.

**Identify and facilitate opportunities for IPE research and publication.** There will be multiple opportunities for further intramural and extramural support for innovations in IPE at Ohio State, and the AVC will be a key driver in ensuring Ohio State takes advantage of securing resources for these. It is also expected that the AVC will help share findings from Ohio State's efforts in IPE, positioning the university and its faculty as national and international leaders in this area.

# Interprofessional Practice and Education at Ohio State

## Current IPE Activities

Ohio State and its health sciences colleges are engaged in a variety of early IPE development. Many activities exist, yet the actual numbers of students benefitting from them is relatively small. Ohio State has the opportunity to substantially build on these pockets of excellence. Some of the highlights include:

- All health professions students are invited to participate in three large group events coordinated by the iPEP Collaborative and funded by each college/school to expose them to national Interprofessional Education Collaborative (IPEC) competencies: (1) teamwork exercises focused on roles and responsibilities; (2) case-based discussions on communication and medical error; and (3) application of team-based knowledge and collaboration to a community health problem (e.g., the opioid crisis).
- Education for Clinical Interprofessional Simulation Excellence (ECLIPSE) provides interactive high-fidelity simulation experiences for students from 12 health professions programs. ECLIPSE runs simulations 20 times each semester and accommodates several hundred students each year. The number of students participating in ECLIPSE varies across programs.
- Grant-funded activities have enhanced interprofessional teamwork training. A recent HRSA grant awarded to the colleges of Medicine and Nursing supported expansion of interprofessional education in both programs and created opportunities for broader participation by other programs; students from the School of Health and Rehabilitation Sciences and College of Medicine have been able to participate in expanded activities.
- In September 2019, HRSA awarded full Federally Qualified Health Center status to The Ohio State University College of Nursing's Total Health and Wellness, a nurse practitioner-led comprehensive primary care health center at The Ohio State University Wexner Medical Center East Hospital. Total Health and Wellness opened in 2012 with a vision to expand primary care and treatment of chronic conditions to the Near East Side of Columbus. The care team includes family medicine nurse practitioners, certified nurse midwives, psychiatric mental health nurse practitioners, mental health counselors, pharmacists, dietitians and community health workers, as well as nursing and other health sciences students. Services range from family practice and chronic condition management (e.g., diabetes, cardiovascular disease, pulmonary disease) to physical exams, women's health services (including pre-natal care) and mental health programs. Its governing board includes patients and community members.
- Up until 2017, MEDTAPP funding supported a case-based course in "Interdisciplinary Case Management in Poverty Settings" for students in medicine, nursing, pharmacy, social work and health and rehabilitation sciences. Parts of this class have been incorporated into HRSA grant activities.
- There have been several opportunities for interactions between smaller numbers of health professions usually as part of early didactic education. For example, pharmacy and nursing students engage in simulations based on the ECLIPSE model; medical and pharmacy students work together on consultation, medication adherences and prescription writing exercises; occupational therapy,

respiratory therapy, dietetics and physical therapy students conduct simulations with standardized patients; veterinary medicine and medical students complete a clinical reasoning exercise of an immunosuppressed patient with a zoonotic infection.

- While currently limited, there are some interprofessional clinical rotations at Ohio State. Medical students and nurse practitioners share a longitudinal experience in an outpatient setting in which they participate in health coaching and community education. Service learning settings may be leveraged in grants and projects to provide competency-based interprofessional experiences.

### **Buck-IPE Curriculum**

In July 2017, Ohio State leaders charged the health sciences curriculum deans to envision an innovative approach to position the institution as a leader in interprofessional practice and education. With help from consultants from the National Center for Interprofessional Practice and Education, the Buck-IPE Curriculum was created with the vision that Ohio State will innovate the future of team-based IPE for the health professions to prepare the current and emerging workforce for today and the future.

Goals for the curriculum are to:

- Enhance the efficiency and effectiveness of integrated team-based care to improve the health of diverse populations in Ohio and beyond.
- Advance and leverage collaboration and IPE among all of Ohio State's health sciences colleges, as well as engage and catalyze the full university community, statewide academic and healthcare communities and various populations within Ohio.
- Create an exemplary interprofessional teaching and learning culture to enable stakeholders to learn and adopt the essential skills to collaborate and work as a team in relevant evidence-based healthcare education, research and clinical practice.
- Result in Ohio State being recognized as a leader known for generating and disseminating best practices of interprofessional practice and education.

All students will be exposed to and evaluated on performance on five Ohio State Core Competency Domains (Roles, Communication, Teams & Teamwork, Leadership and Evidence-Based Teamwork) selected from the national IPEC competencies, the Canadian Interprofessional Health Collaborative competencies and Ohio State's internationally recognized work in evidence-based practice. This integrated set of competencies is unique to Ohio State.

In a two-year curriculum, Ohio State health sciences students will advance through three stages of interprofessional learning that align with and support high performance teamwork and leadership in the practice settings. The purpose is to prepare students for entry into the experiential education portion of their curriculum by ensuring that they have met their five core interprofessional competencies and are collaboration-ready at that stage of their health sciences program.

The Buck-IPE Learning Model offers an important blend of foundational and practice-relevant interprofessional learning and will take advantage of formal and informal experiences. It incorporates several features that address current gaps in the interprofessional curriculum while meeting the emerging national expectations for IPE. The Model:

- Provides a common framework for an integrated IPE program across all health sciences colleges and programs leading to a collective identity at Ohio State.
- Requires longitudinal curriculum mapping to intentionally plan for competency attainment, addressing gaps in current IPE programming, and guide IPE program evaluation.
- Offers each college and program the ability to define and prioritize interprofessional learning goals and depth of experience. Students will have a menu of options aligned with programmatic requirements. This competency-based, menu-driven model has been implemented at the University of Toronto with demonstrated success in student performance.
- Defines by assessment and evaluation metrics to determine impact on student performance in the initial stages of rollout and on health and system outcomes in subsequent stages. This is consistent with the Institute of Medicine Interprofessional Learning Continuum Model recommended as the template for IPE evaluation.

### **Clinical Skills Education and Assessment Center**

The [Clinical Skills Education and Assessment Center](#) serves as a learning space for students, residents and other medical trainees from all fields of study to have the opportunity to practice a wide variety of procedures, from drawing blood to starting IVs to defibrillation to laparoscopies to codes to colonoscopies.

The design for the Standardized Patient space, located in the basement of Prior Hall, includes:

- 8,000 square feet of space
- 14 exam rooms
- Wireless environment allowing ready access for PDAs and laptops
- Digital recording systems
- A 40-seat classroom
- Staff offices

The design for the Simulation and Procedures space, located on the sixth floor of Prior Hall, includes:

- 18,000 square feet of space
- High technology simulators and equipment
- A 3,000 square foot procedures training lab
- Wireless environment allowing ready access for PDAs and laptops
- Digital recording systems
- Four virtual critical care and surgery bays with observation and control station
- An ultrasound room
- A 70-seat seminar room
- Staff offices and conference room

More information can be found at <https://medicine.osu.edu/departments/clinical-skills-center>.

### **Interdisciplinary Health Science Center**

With an estimated completion date of 2023, Hamilton Hall will be renovated and a new, 100,000 square foot building will be constructed with flexible facilities to accommodate several disciplines, including medicine, dentistry, nursing, optometry, pharmacy, public health and veterinary medicine.

## University Institute for Teaching and Learning

The teaching and learning mission of The Ohio State University is specified as a core goal of the institution, and President Michael V. Drake has called for the university to be as highly regarded for world-class teaching and learning as it is for research. To pursue that goal, the University Institute for Teaching and Learning (UITL) was conceived, vetted and approved by the university governance system with a unanimous vote from University Senate April 21, 2016.

The overall purpose of UITL is to integrate and enhance teaching and learning efforts at Ohio State, and to elevate such work to the institutional level. UITL both coordinates and leads current and new activities focused on improving the learning experience for students and positions the university for national leadership in teaching and learning within a research university setting. The institute will be a resource for the incoming AVC. More information can be found at <https://uitl.osu.edu/>.

## Ohio State One Health

The Global One Health initiative connects Ohio State to Ethiopia, Kenya, Tanzania, Mexico, Brazil, Thailand, China, India and beyond in a coordinated, multidisciplinary approach to improve health, build capacity and provide learning opportunities for students across the globe. Initiated in 2009, the program expanded in 2012 to include Ohio State's seven health sciences colleges as well as the colleges of Agriculture, Arts and Sciences, Business, Education and Human Ecology, Engineering and Social Work. Today, hundreds of Ohio State students, faculty and staff are involved in the initiative, building capacity within cross-cutting issues including zoonotic diseases (such as rabies, anthrax and brucellosis), antimicrobial resistance, cancer, maternal and child health, medicinal plants, food safety and curriculum twinning, and sharing information through innovative e-learning technology. The Global One Health initiative is the university's largest, interdisciplinary example of institutional teamwork operating on a global scale. More information can be found at <https://globalonehealth.osu.edu/home>.

# The Ohio State University

## Health Sciences

Ohio State is one of two institutions in the nation to have seven health sciences co-located on campus. We provide a robust portfolio of prominent institutions in our disciplines:

- ***Dentistry***: The college is the fourth largest public dental school in the United States and consists of nine academic divisions representing all major dental specialties. The divisions offer both patient care services and academic programs, allowing dentists to train as specialists. Also, the Outreach and Engagement activities include more than 60 active programs and more than 40 extramural sites, which continue to expand. The College of Dentistry provides comprehensive patient care in an unparalleled learning environment with internationally recognized faculty and a supportive network of alumni and friends. In addition, the research programs provide students another dimension beyond classroom and clinical education. Students and faculty members are able to participate in both clinical and laboratory research in areas such as dental materials science, oral and maxillofacial pathology, hard tissue biology, microbiology, neuroscience and immunology.
- ***Medicine***: Founded in 1914, the college is known for curricular innovation, pioneering research and outstanding patient care. With more than 2,000 faculty members, the college comprises multiple clinical departments, seven basic science departments and the School of Health and Rehabilitation Sciences. The college is inclusive of more than 20 research centers and institutes and 25 core laboratories with ongoing collaborations with biomedical investigators across the university. In the 2020 edition of "Best Graduate Schools," *U.S. News & World Report* ranked Ohio State's College of Medicine 30<sup>th</sup> among the nation's medical schools and 11<sup>th</sup> among top public medical schools. And *U.S. News* ranked the College of Medicine second out of more than 150 medical schools (excluding historically black medical schools) for total number of African American students enrolled. Admission to the medical school is competitive, with more than 7,700 student applications for approximately 200 admissions annually. Over 800 residents and fellows participate in more than 60 accredited graduate and residency programs at Ohio State. It is one of the few schools in the world to offer five dual medical degrees: MD/PhD, MD/MBA, MD/JD, MD/MHA and MD/MPH.
- ***Nursing***: Over the last several years, the college has experienced fantastic growth in the size of its population, the breadth of initiatives and the stature of its academic programs and research. The college has more than 2,300 students and offers two undergraduate degrees, three master's degrees and two doctoral programs, as well as 10 certificates. The online Master of Science program is ranked #2 in the country by *U.S. News & World Report*; Ohio State's online bachelor's programs, which includes an online RN to BSN, are ranked #3 in the country. Last year, the college received approximately \$10.7M in external awards for research and development and rose to #13 in the nation (#6 among public colleges of nursing) for NIH funding. The college created the first-ever EBP certificate of added qualification and launched a second Innovation Studio inside Pomerene Hall. We continue to champion wellness for all and encourage students to [LIVE WELL](#).
- ***Optometry***: The college is committed to educating optometrists through professional, residency and continuing education programs—and conducting research in vision science through graduate education and research programs; our primary vision clinic is complemented by specialized clinics,

including services for children. The college recently celebrated its 100<sup>th</sup> birthday. The college matriculates 64 students per year.

- ***Pharmacy***: The college works to improve medications and medication-related outcomes while exploring new frontiers in drug discovery and development, pharmaceutical sciences and translational clinical research; efforts in recent years have led to more than 40 patents for treatments ranging from cancer to heart failure. The college is ranked 12<sup>th</sup> in the nation for NIH funding, and is considered among the top 10 colleges of pharmacy in the nation by *U.S. News & World Report*.
- ***Public Health***: Founded in 2007, and tracing its roots at Ohio State back to 1914, 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. The college enrolls 321 undergraduates and 337 graduate students across 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 is ranked among the top 11 public schools of public health according to *U.S. News & World Report*, and its MHA program is ranked 10<sup>th</sup> in the nation.
- ***Veterinary Medicine***: Established in 1885, the college has graduated more than 9,100 veterinarians and alumni practice in all 50 states and 40 countries. Within Ohio, graduates make up 85% of the practicing veterinarians. Encompassing four hospitals and a large animal practice, the Veterinary Health System provides care for more than 72,000 canine, feline, equine and farm animal patients each year.

## Centers and Institutes

Ohio State is home to multiple research centers and institutes, along with numerous research laboratories that promote collaboration among experts from virtually all departments, divisions and branch campuses of Ohio State. As part of the medical school campus, multiple core facilities exist to facilitate high-impact basic, translational and clinical research.

OSUWMC cores:

[https://medicine.osu.edu/research/research\\_operations/shared\\_resources/pages/index.aspx](https://medicine.osu.edu/research/research_operations/shared_resources/pages/index.aspx)

Nationwide Children's Hospital cores available to Ohio State:

<https://www.nationwidechildrens.org/research/resources-infrastructure/core-facilities>

Some of the medical center's most recognized centers include:

- [Dorothy M. Davis Heart and Lung Research Institute](#)
- [The Ohio State University Comprehensive Cancer Center](#)
- [Center for Clinical and Translational Science](#)

These different core centers provide an integrated research platform that brings forth a collaborative environment of investigators from multiple fields. Separate from these centers, a Center for Genomic Medicine is present at National Children's Hospital.

### The Ohio State University Wexner Medical Center

The Ohio State University Wexner Medical Center includes the College of Medicine and its School of Health and Rehabilitation Sciences; and the Ohio State Health System. This powerful education, patient care and research enterprise has a collective annual budget of \$4.2 billion and is supported by more than 7.4 million square feet of space in more than 100 buildings and by more than 27,000 dedicated faculty, staff and students.

#### Key Facts and Figures

Hospitals - 7

- [University Hospital](#)
- [Ohio State East Hospital](#)
- [James Cancer Hospital](#) and Solove Research Institute
- Richard M. [Ross Heart Hospital](#)
- [Brain and Spine Hospital](#)
- Ohio State [Harding Hospital](#)
- [Dodd Rehabilitation Hospital](#)

Total Beds	1,517
Patient Admissions (FY19)	64,534
Outpatient Visits (FY19)	1.91 million
Births (FY19)	5,246
Emergency Department visits (FY19)	132,632
Surgeries (FY19)	46,703
Employees	29,123
Physicians	1,753
Residents and Fellows	879
Nursing Staff	4,949
Volunteers	1,703
Revenue (FY19)	\$4.03 billion
Community Benefit (FY18)	\$206.3 million
Active Research Studies and Clinical Trials	2,000+

### The Ohio State University

The Ohio State University, founded in 1870 as a land-grant university, rapidly became one of the nation's finest comprehensive public universities. The Columbus campus is the third largest university campus in the United States with a population of 66,000 students, 7,000 faculty and 25,000 professional and administrative staff. In addition to the Columbus campus, Ohio State comprises four regional campuses (Lima, Mansfield, Marion and Newark) as well as the Agricultural Technical Institute at Wooster. The university houses 15 colleges, spanning the entire spectrum of a comprehensive public university. Ohio State's endowment now exceeds \$3.5 billion.

The Ohio State University is a world-class institution of scholarship, learning and public service. The university's undergraduate program is ranked 16th among all public universities in the U.S. Graduate and professional education programs at Ohio State, including those at the College of Education and Human Ecology, the Fisher College of Business, the Moritz College of Law and the colleges of Medicine, Pharmacy, Engineering and Social Work, are all consistently rated the best of all similar programs in Ohio and in the top quartile nationally. Annual research expenditures near \$850 million.



## Columbus, Ohio

Columbus is one of America's premier cities, a great place to move to, raise a family and explore. Here are a few key facts and figures:

- **We're big.** Ohio's state capital is the 14<sup>th</sup> largest city in the U.S. and second largest in the Midwest behind Chicago. That makes us bigger than cities like Charlotte, Seattle, Denver, Boston, Nashville and Baltimore. And when you factor in the entire Columbus metropolitan area, our population increases to more than two million.
- **We're affordable.** The cost of living in Columbus is 10% below the national average. The median home sales price for the year ending May 2018 was \$145,000, and the median monthly rent was \$815 for one bedroom, \$900 for two bedrooms and \$1,100 for three bedrooms.
- **We're accessible.** Columbus is within 550 miles of nearly half the nation's population. Day trips abound and weekend getaways are easy. Also, John Glenn Columbus International Airport, which is just 10 minutes from downtown, offers more than 150 daily nonstop departures to 35 airports. During the work week, the average Columbus commute is just 20.8 minutes, and depending on where you choose to live, it can be significantly less.
- **We're a microcosm of America.** Our diverse population makes us a top test market. There are 109 languages represented in Columbus.
- **We're smart.** In addition to being named one of only seven "Most Intelligent Communities in the World" by the Intelligent Community Forum, we have more PhDs 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% of rankings for the *U.S. News & World Report* 2017 "Best High Schools" in America.

For more on Columbus, please visit <https://wexnermedical.osu.edu/careers/about-columbus>

## Procedure for Candidacy

Please direct all nominations and CVs/cover letters to Ohio State's search consultant, Karen Otto and Jeff Schroetlin, at Witt/Kieffer preferably via email to [JeffS@wittkieffer.com](mailto:JeffS@wittkieffer.com) or 630-575-6132.

Information that cannot be sent electronically may be forwarded to:

Jeff Schroetlin  
Witt/Kieffer  
2015 Spring Road, Suite 510  
Oak Brook, Illinois 60523  
Phone: 630-990-1370

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

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