



Executive Vice President and Chancellor
for Academic Health Care

Columbus, Ohio
Leadership Profile

The Opportunity

The Ohio State University is among the nation's leading flagship public research universities. As part of a continued focus on driving breakthrough health care solutions that improve people's lives, the university is seeking a Chancellor for Academic Health Care. This individual will serve as a direct report to the university president and colleague and peer to the academic provost.

In 2017, the Wexner Medical Center had the best year in its history for patient care and clinical excellence. Research funding has accelerated significantly with a \$41M increase, including a 20 percent rise in National Institutes of Health (NIH) funding. The College of Medicine had a record-high 7,199 applications and, among its entering class, record diversity. Additionally, the medical center had its strongest-ever financial report in the past year, achieving \$3.6 billion in operating revenue.

We have unprecedented momentum, with incredible opportunities to build the 21st century model of excellence in academic health care. The chancellor will lead a transformational agenda with accountability for clinical, educational and research missions in the health sciences — growing the size and excellence of our medical enterprise to meet the evolving needs of Ohioans and enhance our reputation as a leader across the nation and around the world.

The candidate must possess leadership qualities that attract and foster excellence. The chancellor position necessitates a collaborative, entrepreneurial, accomplished and skillful leader focused on driving meaningful innovation, quality and financial performance in Ohio State's clinical enterprises; forging productive relationships with academic partners throughout the university; ensuring a long-term strategy for health sciences; generating philanthropic resources; and further enhancing a culture of accountability throughout the organization.

This leader has the mandate from the university president and Board of Trustees to establish and implement plans to build and sustain Ohio State's position of national prominence in health sciences, aligned with the strategic vision for the university. Overall, the chancellor will:

- Lead the health sciences organization of one of the most prominent research universities in the country and directly contribute to strengthening and growing its mission
- Collaborate with an outstanding corps of health sciences professionals, physicians, deans, faculty and clinical/administration staff — all of whom are dedicated to their university and the well-being of its mission, patients and students
- Be part of a university leadership team eager to forge higher levels of success through thoughtful planning and application of best practices in all areas

The Ohio State University Health Sciences

The Wexner Medical Center resides on the Ohio State campus in Columbus, Ohio, with additional locations throughout the state. The past decade has seen remarkable growth as the result of a carefully planned course toward reaching the top tier of academic medical centers nationally and becoming a world leader in the development and application of personalized health care. During this time, the medical center has nearly doubled in size and created more than 10,000 new jobs for the central Ohio area alone.

Patient Care

The quality of care and patient experience provided by physicians, nurses and care providers is of vital importance. For the 25th straight year, the Wexner Medical Center has been ranked among the nation's Best Hospitals by *U.S. News & World Report*— including ranking recognition in seven specialties, an honor achieved by less than one percent of hospitals.

Patient care locations provide the setting for thousands of clinical trials. More than 75 percent of Wexner Medical Center revenue is generated from patient care services, a substantial source of investment funding for the research and educational missions and growth initiatives.

Wexner Medical Center hospitals (FY17)

61,701 patient admissions

4,989 births

1.76 million outpatient visits

131,439 emergency department visits

44,090 surgeries

The Ohio State system includes seven hospitals:

- *University Hospital*: flagship patient care facility located just north of downtown Columbus, Ohio, with more than 900 beds; a designated Level 1 Trauma Center
- *The Ohio State University Comprehensive Cancer Center – Arthur G. James Cancer Hospital and Richard J. Solove Research Institute*: NCI-Designated Cancer Center and Ohio's only fully dedicated cancer hospital and research institute
- *Ohio State Harding Hospital*: most comprehensive psychiatric and behavioral health services in central Ohio in inpatient and outpatient settings
- *Richard M. Ross Heart Hospital*: the only nationally ranked heart hospital in the area; contains 150 beds
- *University Hospital East*: this 140,000-square-foot hospital and ambulatory center is home to the addiction medicine, orthopedics, limb preservation and sleep disorders programs
- *Dodd Rehabilitation Hospital*: 60-bed inpatient rehabilitation facility ranked among the top programs in the country

- *Ohio State Brain and Spine Hospital*: 87-bed hospital opened in 2016 includes specialized units for stroke care, neurotrauma and traumatic brain injuries, spinal cord injuries and spine surgery, epilepsy, chronic pain, acute rehabilitation and neurosurgery

Beyond our hospitals, the university has more than 100 facilities across central Ohio to provide convenient patient access and the space needed for the most technologically advanced research, teaching and patient care possible. These include the Jameson Crane Sports Medicine Institute, opened in 2016; Eye and Ear Institute; numerous primary care offices and more.

Additionally, Ohio State University Physicians, Inc. is the clinical service arm of the Wexner Medical Center and provides leadership for Ohio State's practice plans in the areas of finance, information systems, billing and collections, payor contract negotiations, staffing, employee relations and compliance. It includes more than 1,000 faculty physicians.

Health Sciences

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

- *Medicine*: the College of Medicine, School of Health and Rehabilitation Sciences, and School of Biomedical Science enroll more than 1,300 undergraduate students in eight programs, 500 graduate students in 12 programs and 850 medical students; the College of Medicine is ranked No. 11 in the nation among public universities and No. 33 overall (*U.S. News & World Report*) — and is one of the few in the world to offer five dual medical degrees: MD/PhD, MD/MBA, MD/JD, MD/MHA and MD/MPH
- *Dentistry*: the College of Dentistry is the nation's fourth largest public dental school, consisting of 10 academic divisions representing all major dental specialties and offering patient care services and academic programs to allow dentists to train as specialists
- *Veterinary Medicine*: the College of Veterinary Medicine has graduated more than 9,100 veterinarians with alumni currently practicing in 50 states and 40 countries; alumni make up 85 percent of the practicing veterinarians in Ohio, while the comprehensive referral Veterinary Medical Center admits more than 35,000 animal patients each year
- *Nursing*: the College of Nursing is committed to educating a diverse generation of health care professionals; the college was named the "Best School for Men in Nursing" in 2016 (American Association for Men in Nursing) and earned the Higher Education Excellence in Diversity Award for Health Professional Schools
- *Pharmacy*: the College of Pharmacy 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 over 40 patents for treatments ranging from cancer to heart failure
- *Optometry*: the College of Optometry is committed to educating optometrists through professional, residency and continuing education programs — and conducting research

in vision science through graduate education and research programs; its primary vision clinic is complemented by specialized clinics, including services for children

- *Public Health:* the College of Public Health grew out of the Department of Medicine in 1914 and became an independent college in 2007; it is the first accredited college of public health in Ohio, organized by divisions and centers to develop and improve programs in teaching and learning, research, and outreach and engagement

Research

Ohio State ranks fourth among all U.S. universities based on industry-sponsored research, according to the National Science Foundation.

In FY17, NIH funding was up 9.8 percent overall – a 20 percent increase at our medical enterprise and 40 new RO1 grants were processed. This is particularly significant given that the total NIH budget remained essentially flat. Also, industry funding increased 38 percent.

Overall, the health sciences have more than 20 research centers and institutes, along with 25 core research laboratories. Through collaboration across the university and medical center, there are more than 2,000 active research studies and clinical trials in virtually every medical specialty. Our most recognized research centers include:

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

The Wexner Medical Center is one of only 49 National Cancer Institute (NCI) designated Comprehensive Cancer Centers in the United States. The NCI rated our center “exceptional” during its 2015 review — the highest ranking. Additionally, the medical center is one of only 59 members of an NIH consortium that speeds the translation of scientific discovery into better patient care.

Campus of the Future

Ohio State has embarked on a long-term planning vision to help strengthen our position as one of the world's most important and effective centers of teaching, research and patient care. Framework 2.0 is a living, flexible plan guided and informed by the university's strategic vision — and supports the academic health care mission while maintaining and improving green areas.

Areas of potential investment include:

- An **interdisciplinary health sciences center**, another key element of an aligned academic medical enterprise to feature upgraded and flexible facilities and to help create a collaborative campus for education throughout the health sciences
- An **optometry clinic and health sciences faculty office** will feature a clinic operated by the College of Optometry as well as an eyewear gallery, retail space, faculty offices and support space
- An **interdisciplinary research facility** with innovative environments to serve multiple disciplines, including biomedical science, veterinary medicine, life sciences and more
- An **inpatient hospital tower** with up to 840 beds in private-room settings to elevate patient-centered care, safety and training for the next generation of physicians; 60 neonatal intensive care unit bassinets; state-of-the-art diagnostic, treatment and inpatient service areas (emergency department, imaging, operating rooms, critical care and medical/surgical beds); and leading digital technology to advance care and teaching
- An **ambulatory center**, located on West Campus, to provide outpatient operating rooms, urgent care with a 23-hour observation unit, an endoscopy unit, a pre-anesthesia center, diagnostic imaging and interventional radiology

Governance

The Ohio State University Board of Trustees has full fiduciary authority for both the academic and health sciences organizations. The Wexner Medical Center board is the governing body responsible to the university's Board of Trustees for operation, oversight and coordination of the health sciences entities. The medical center board is responsible for the development and strategic allocation of resources, planning and delivery of medical services, and other related powers and duties, and is subject to the ultimate authority of the university board.

Strategic Leadership Opportunities

The chancellor arrives at a time of great opportunity and will be expected to drive further growth in the enterprise’s research, clinical organization, leadership team, finances, and effectiveness in accordance with the aligned strategic visions of the university and Wexner Medical Center.

In the area of health sciences education, the chancellor will be presented with the opportunity to develop enhanced collaboration and alignment and build strong working partnerships with all academic programs and leaders. To accomplish this agenda, the chancellor will focus on the following strategic priorities:



To make the next bold leap in Ohio State’s land-grant history of excellence and impact, we aspire to be a leading national flagship public research university.

- I**
Teaching and Learning
Ohio State will be an exemplar of the best teaching, demonstrating leadership by adopting innovative, at-scale approaches to teaching and learning to improve student outcomes.
- II**
Access, Affordability and Excellence
Ohio State will further our position as a leading public university offering an excellent, affordable education and promoting economic diversity.
- III**
Research and Creative Expression
Ohio State will enhance our position among the top national and international public universities in research and creative expression, both across the institution and in targeted fields — driving significant advances for critical societal challenges.
- IV**
Academic Health Care
The Ohio State University Wexner Medical Center will continue our ascent as a leading academic medical center, pioneering breakthrough health care solutions and improving people’s lives.
- V**
Operational Excellence and Resource Stewardship
Ohio State will be an exemplar of best practices in resource stewardship, operational effectiveness, and efficiency and innovation.



Candidate Qualifications and Qualities

The successful candidate will be an energetic academic leader of national stature, able to inspire with a sense of purpose and to infuse the health sciences programs and centers with a dedication to excellence. Qualified candidates will possess:

- Outstanding health sciences credentials, including MD, PhD or equivalent degree, and board certifications as applicable
- A distinguished record in clinical/translational research and education
- Credentials that warrant a university appointment as full professor
- Substantial administrative leadership, directing schools, institutes or major centers in a complex health sciences and education environment (ideally a land-grant setting)
- Demonstrated achievement in faculty and staff retention, recruitment and development
- Proven success in external fundraising from individuals, institutions and governmental bodies
- A broad understanding of national health policy and future challenges to academic health sciences

- A demonstrated track record of success and collaboration, and evidence of applying strong leadership through times of growth and change

In addition, the successful candidate will possess:

- Experience with and understanding of academic health sciences centers and the importance of mutually supportive relationships between their academic and clinical components
- A commitment to supporting a distinguished, accomplished and diverse faculty; deep respect for and engagement with faculty and academic leadership across the university
- The ability to translate vision into a strategic plan and to implement the strategy to achieve stated objectives and aspirational goals
- A deep understanding of the NIH in particular and funding agencies in general for support of research in the biomedical and clinical sciences
- An understanding of the economic and societal forces that will shape the future of health care and a vision for what the clinical entities of Ohio State health sciences must do to prepare for change and to become increasingly relevant
- The ability to provide creative and distinctive academic leadership in a fashion that advances academic excellence
- Demonstrated success in team building and program building across traditional boundaries
- The intellectual capacity and experience to lead and enhance the health sciences research programs and connect to relevant research across the university
- An appreciation for the importance of promoting inter-professional models of education, research programming and service, and a commitment to collaboration across not only the health sciences colleges and among all of the university's schools to capitalize on synergies and opportunities wherever they exist
- Experience in managing growth and change, in resolving conflict and building consensus and in demonstrating a willingness to seize opportunities while assuming responsibility for reasonable risks
- Strong organizational and management skills in areas including finance and budgets, human resources, faculty and program development, and campus infrastructure
- A strong business sense coupled with commitment to the highest academic standards and to excellence in research, education and service
- Previous experience and success in the financial and operational transformation of a health sciences organization
- A comprehensive understanding of accreditation and compliance issues that impact Ohio State health sciences education, training and research programs — and experience in dealing with the various regulatory agencies to which the university relates
- A demonstrated record of successful university leadership and the ability to serve as a strong advocate for the faculty, health sciences organization and university

- The ability and willingness to represent the vision for the health sciences and integrated academic health sciences center to external constituencies, including alumni, donors, academic and cultural organizations and associations, business and civic leaders, and elected officials
- The willingness to personally participate in and support Ohio State development and fundraising activities

Personal Characteristics

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

- **Judgement** — 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 and the ability 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

The Ohio State University

Founded in 1870 as part of the Morrill Land-Grant Act, The Ohio State University is one of the nation’s largest major comprehensive public research universities, serving more than 59,000 undergraduate, graduate and graduate-professional students on its main campus and an additional 7,000 undergraduate and graduate students on its regional campuses. A total of 46,000 employees, including 4,000 regular, clinical and research faculty as well as 21,000 staff members work vigorously to meet the educational needs of students from Ohio, the nation and the world. Located in Ohio’s capital city, Columbus, the university is a major educational and economic force through its teaching, research and service mission. With over 550,000 living alumni around the world, the university community is vast and diverse.

The university’s academic programs are extensive. There are 15 colleges offering an estimated 12,000 courses. The more than 50,000 undergraduates have broad opportunities to major in the arts, architecture, biological sciences, business, communication, education, engineering, food, agricultural and environmental sciences, human ecology, humanities, nursing, mathematics and physical sciences, music, natural resources, public health, social and behavioral sciences, social work, and health and rehabilitation sciences. Graduate-professional programs include these areas as well as dentistry, law, medicine, optometry, pharmacy and veterinary medicine.

Ohio State is ranked no. 16 among national public research universities, according to *U.S. News & World Report* — and no. 1 among Ohio publics for academics. A world-class public research university and the state’s flagship teaching and research institution, Ohio State provides a distinctive educational experience for students and pursues cutting-edge interdisciplinary research that brings together scholars from diverse disciplines to solve key problems in society.

Appendix – Organizational Chart

