An Invitation to Apply for the Position of

Dean

College of Veterinary Medicine
The Ohio State University

Education. Discovery. Service.
Creating a healthy and sustainable world for animals and people.
Healthy animals – Healthy people

THE SEARCH

The Ohio State University (OSU), a comprehensive land-grant public research university serving over 57,000 students at its Columbus campus, welcomes applications and nominations for the next Dean of the College of Veterinary Medicine (CVM). The Dean is the chief academic and administrative officer of the CVM and is responsible for leading the education, research, service, and outreach agenda, while also supporting fundraising efforts and building strategic internal and external relationships in order to support the mission.

The College of Veterinary Medicine is situated on the same campus with the College of Food, Agricultural and Environmental Sciences; the College of Arts and Sciences; and a comprehensive complex of health sciences colleges including the Colleges of Medicine, Pharmacy, Public Health, Dentistry, Nursing, and Optometry. The Dean of the CVM will be a member of the OSU Health Sciences Cluster of Deans, which coordinates research and education in the health sciences; thus, developing new and innovative ways of addressing global health concerns in animals, people, and the environment.

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 and is today among the elite “Public Ivies” as a
member of the Association of American Universities (AAU) – the only public university in Ohio to hold AAU status. The Columbus campus is the third largest university campus in the United States with a population of 57,000 students, over 6,500 faculty, and approximately 22,000 professional and administrative staff. The University houses 14 colleges, spanning the entire spectrum of a comprehensive public university. Its endowment now exceeds $2.2 billion.

OSU is a world-class institution of scholarship, learning and public service. The University’s undergraduate program is ranked number 18 among all public universities in the U.S. Graduate and professional education programs at OSU, including those at the Fisher College of Business, the Moritz College of Law, the Colleges of Medicine, Pharmacy, Engineering and Education are all consistently rated the best of all similar programs in Ohio and in the top quartile nationally.

The OSU campus in Columbus, the state’s capital and the largest city in Ohio, occupies 1,765 acres. Located across the Olentangy River, the College of Veterinary Medicine and Veterinary Medical Center are easily accessible to the rest of the campus and the community.

THE COLLEGE OF VETERINARY MEDICINE

The OSU College of Veterinary Medicine was established in 1885. Today, the CVM is ranked fifth in the nation among veterinary schools according to the 2011 U.S. News and World Report’s “Best Graduate Schools”, and consists of 130 faculty and nearly 640 students in the Departments of Veterinary Biosciences, Veterinary Clinical Sciences, and Veterinary Preventive Medicine.

OSU’s Veterinary Medical Center (VMC), co-located with the teaching campus in Columbus is a comprehensive referral center with a small-animal specialty clinic in Dublin, Ohio, and is among the largest facilities of its kind in the world, with more than 35,000 large and small animal patients each year. In addition, the CVM operates a nationally recognized large animal ambulatory practice and teaching unit in Marysville, Ohio, and a Food Animal Health Research Program in Wooster, Ohio.

The CVM provides comprehensive veterinary medical education to students seeking to earn the Doctor of Veterinary Medicine degree. The College also offers many one-year internships and three-year clinical residency programs in specialty medical fields including the only Ecology and Conservation Medicine residency program in the nation. OSU’s Veterinary Public Health master’s degree (a joint program with the College of Public Health) trains approximately 30 students each year and is one of only two programs of its kind to be recognized by the American College of Veterinary Preventive Medicine. Additionally, more than 120 graduate students participate in programs to conduct interdisciplinary research in the College.
Outreach and engagement in the CVM include programs with the Columbus Zoo and Aquarium, Cleveland Metroparks Zoo, Capital Area Humane Society, Ohio Racing Commission, American Kennel Club, Ohio Standardbred Association, Ohio Beef Council, and Ohio Department of Rehabilitation and Corrections. The Ohio Veterinary Medical Association (OVMA) has a close and supportive relationship to the College, and several faculty members have served as OVMA presidents. Located in the heart of the state and the state capital, the College’s geography enables effective outreach and development efforts to all corners of the state and with the state legislature. The College also enjoys a significant inflow of case referrals from several major metropolitan areas within three hours of campus, including Pittsburgh, Indianapolis, Cleveland, Cincinnati, and Detroit.

The College is a world-class institution and has many areas of strength for the next Dean to build upon. These strengths include nationally and internationally recognized high quality faculty and staff; a comprehensive teaching hospital with a large and diverse caseload; a large applicant pool of highly qualified professional students; strong clinical residency and graduate education programs; established leadership in research; a very active Clinical Trials Program; and signature programs such as the Center for Retrovirus Research, Oncology, and Infectious Diseases.

The next Dean of the CVM is expected to craft her/his strategic plan for the College. However, the following priorities have helped guide the current administration:

I. Teaching & Learning
   a. Recruit, prepare, train, and develop new highly qualified, engaged veterinarians
   b. Minimize student debt and add value to OSU degrees

II. Research & Innovation
   a. Focus and re-energize the College research enterprise
   b. Align College strategies with OSU Discovery Themes (see below)

III. Outreach, Engagement & Services
   a. Develop strategic partnerships (e.g. agriculture, corporations)
   b. Maintain and improve excellent clinical services
   c. Expand the College’s opportunity horizon

IV. Resources & Capacity
   a. Finalize a sustainable budget model
   b. Achieve fundraising goals to support capital improvement efforts
   c. Prepare for College leadership transition

CURRENT STATE OF THE COLLEGE

Research

The CVM has well-respected and highly funded research programs related to animal and human health, with particular emphasis on oncology, infectious diseases (retroviruses, respiratory
viruses, rickettsiae), immunology, and food safety. The College received a National Institutes of Health (NIH) Program Project Grant to study retrovirus models of cancer. This grant is in the third 5-year segment, initially funded in 2003, which cumulatively totals more than $29.5 million, making it the largest single grant in the College’s history. Other areas of research expertise include animal models of disease, musculoskeletal disease, gene therapy, and antimicrobial resistance. The College has a robust Summer Research Program to introduce first and second year veterinary students to research as a career option. In 2014, CVM was again the leading revenue producing college at OSU in commercialization fees and royalties revenue, with $380,000 from commercialization revenue in FY14. Additionally, CVM received $495,000 in indirect costs from $1.8 million in industrial sponsored research and clinical trial awards.

The CVM research funding has remained relatively stable over the past several years. Sponsored research in the College is approximately $13.5 million annually, including the Food Animal Health Research Program (FAHRP) at Wooster. FAHRP is part of the College of Food, Agricultural and Environmental Sciences, but FAHRP faculty members are appointed in the CVM. The College has state and USDA formula funds to sponsor canine, equine, and large animal research. Additionally, the College has been very successful in technology transfer and contracts with industry partners.

Discovery Themes Initiative

Provost Joseph Steinmetz launched the Discovery Themes Initiative in 2012 to focus on critical societal needs, reflecting OSU’s obligation as a public, urban, land-grant, research university. The initiative is a ten-year, multi-million dollar transformative effort, and the theme areas were developed to leverage OSU’s special strengths to address the technological, social, and environmental issues that affect today’s global world. As the nation’s largest and most comprehensive public university, OSU can focus an unmatched breadth of expertise on Health and Wellness, Energy and Environment, and Food Production and Security. Over the next 10 years, OSU’s investment in the Discovery Themes will provide the basis for attracting new tenured and tenure-track faculty working in Discovery Themes areas. These scholars will collaborate with our existing faculty, spurring the transformational breakthroughs needed to solve the challenges of today and tomorrow. The CVM is well positioned to capitalize on the research opportunities provided by the Discovery Themes Initiative.

Clinical Services

Veterinary Medical Center

As the only comprehensive referral center for veterinary practitioners in Ohio, Kentucky, and West Virginia, the OSU VMC is an integral part of CVM, and is among the largest facilities of its kind in the world, with more than 35,000 animals examined each year at two locations in
Columbus and Dublin, Ohio. The newest facility in Dublin was established in 2013 as part of the College’s strategic plan to increase clinical case volume and revenue.

The VMC’s mission is to provide and ensure that farm animals, horses, and companion animals have access to high quality, primary and specialized services in a supportive and caring environment using expert knowledge and state-of-the-art technology. The VMC offers specialized and routine care for not only companion animals, but for horses and farm animals, including llamas and alpacas. We also care for service animals such as police and guide dogs. CVM clinical faculty, staff, and students provide specialized care in orthopedic and soft tissue surgery, internal medicine, oncology, ophthalmology, reproduction, neurology, urology, gastroenterology, critical care medicine, cardiology, dermatology, behavior, radiology, and anesthesiology.

VMC Expansion Effort

To improve patient care, maintain a strong program, and continue to recruit the best and brightest faculty, students, interns, and residents, the CVM is expanding and making substantial enhancements to the VMC-Columbus. The $30 million expansion of the physical space will provide an enlarged client reception area, additional exam and comfort rooms, updated space for emergency and critical care, improvements to surgery suites, and new clinical areas for several specialties. Significant progress has been made toward meeting the fundraising goal for the expansion effort, with the initial phase of the project completely funded and already underway.

Education

The CVM offers the following educational programs – a Doctor of Veterinary Medicine (DVM) degree program, PhD and MS programs, and combined a DVM/MS program. There are also two residency programs through which residents can earn an MS (clinical residents) or PhD (pathology residents). Additionally, the College offers a variety of specialties and research areas including Veterinary Public Health (VPH) in cooperation with the College of Public Health. With 56 students, the VPH is among the largest specializations within the MPH degree program and one of only two certified programs of its kind in the nation. The College also offers an optional Graduate Business Minor in Health Sciences program, which is taught by the Fisher College of Business over two summers.

The DVM degree program is a four-year curriculum, with the first two years spent primarily in didactic work and the last two years spent primarily in laboratory and clinical experiences. During the second year, students concentrate on organ systems in health and disease. Both a clinical reasoning and professional development sequence are taught through the first 3 years of the curriculum. The College has recently revitalized the DVM degree program with the goal of producing successful veterinarians for the future of the profession. Improvements include better
integration of technology into the curriculum, more help with career planning and placement, and an emphasis on applications of basic veterinary knowledge in the clinical reasoning thread.

The 4th year of the curriculum includes 26 weeks of core rotations covering the major domestic species. Students are allowed to select a Career Area of Emphasis (CAE) in small animal, food animal, equine, mixed, or an individualized area of study. The CAE curriculum allows students to focus part of their senior year in their primary area of interest.

The Graduate Program in Comparative and Veterinary Medicine offers advanced training of graduate and professional students leading to MS and PhD degrees in preparation for careers in biomedical, clinical, and field-based epidemiological research. Significant need exists at the national and international levels for skilled scientists who are trained in modern translational research methods to apply advances in medicine to improve animal and human health. The CVM is at the forefront of advancing discoveries in basic research that can be taken from the field, clinic, or laboratory bench and applied directly to the patient and to the population and ecosystem as a whole.

**OPPORTUNITIES AND CHALLENGES FOR THE NEXT DEAN OF CVM**

*Engage all stakeholders in a sense of common purpose and excitement about the College’s future.*

The College has a proud history of setting high expectations for its faculty, staff, and students. While it has led to great success and productivity, this intense work ethic can present challenges for morale and make it difficult to maintain and build a true sense of community and shared vision at a large and diverse College. The Dean must be a unifier and passionate advocate for the College’s future, bringing all constituents together around a mission that identifies opportunity and shows the pathway to seizing it. She or he will be committed to engagement, openness, and transparency in leading the College so that all have a voice and see the importance of their contributions. The Dean will champion and celebrate the contributions of faculty and staff and support their professional development. By engaging all stakeholders in the future success of the College, the Dean will raise aspirations, energize the community, and unify it to take on its challenges in a spirit of shared responsibility. The Dean must take every opportunity to make sure people are heard, lead a collaborative effort to develop a clear vision, and then execute that vision.

*Develop a sustainable business model for the College and manage its resources for maximum impact.*

The College continues to enjoy strong applicant pools of well-prepared and highly qualified students. But with no capacity to expand traditional enrollment, a challenging state support
environment, and continuing efforts to limit tuition increases, the next Dean must be creative and strategic to develop resources to address the CVM’s needs. Operating on a responsibility-centered budget model, the Dean will look for opportunities to generate revenue from multiple sources. The Dean must also make tough decisions about the allocation of resources in a thoughtful and strategic manner.

The Dean will be a visible and engaged external fundraiser.

The College is well on its way to meeting its $75 million fundraising goal as part of the University’s capital campaign. Donors have made possible multiple projects to improve the College, including a major renovation and expansion of the Veterinary Medical Center that began this fall. Private support will continue to play a vital role in the development and success of the College. The $30 million project underway at the VMC will be followed by three more phases of construction that will need to be supported by additional donations. Fundraising will play an increasingly large role in funding other capital improvements to the College as well as supporting students, research, and faculty.

As the face of the College, the Dean will enthusiastically tell its story to alumni, corporate leaders, grateful clients, and other high potential supporters. He or she will have the benefit of drawing upon the largest alumni group in the country, and tens of thousands of grateful clients who benefit from the College’s services every year. She or he will effectively communicate to diverse audiences, delivering a clear and concise message about the College’s strategy, programs, achievements, impact, and opportunities.

Build on existing partnerships with other colleges.

As the only college of veterinary medicine located on a campus alongside colleges of medicine, pharmacy, public health, dentistry, nursing, and optometry, the CVM is uniquely situated to collaborate with other health sciences disciplines – a distinction that is becoming increasingly important in the context of the “One Health” approach to protecting animal and human health. There are multiple examples of faculty from the College working with colleagues in other colleges and the University has intentionally organized colleges to encourage a united way of thinking about these issues. The seven deans in the Health Sciences cluster meet regularly and various deans have served in the role of Executive Dean of Health Sciences, representing the group’s collective interests. The Dean will seek out opportunities to further develop relationships with other colleges in this group and beyond – expanding on partnerships with the College of Business and the College of Agriculture and encouraging faculty to seek opportunities for teaching and research collaborations outside of the College.
The College is also well positioned to contribute to, and benefit from, OSU’s recently-launched Discovery Themes Initiative. Relying largely on centralized funds, it will grow the ranks of tenured faculty at OSU by 8 to 10 percent over the next decade around themes of Health and Wellness, Energy and Environment, and Food Production and Security. The University has set aside funds for these appointments, which must be split between the colleges and the University.

**Build external partnerships**

The College’s opportunities for collaboration beyond academic units at OSU are seemingly endless. Its strengths in research have made it an important partner with area hospitals, most notably the OSU Comprehensive Cancer Center – Arthur G. James Cancer Hospital and Richard J. Solove Research Institute (James Cancer Hospital) and Nationwide Children’s Hospital. The College also plays an active role in food animal health needs across the state, through the Ohio Agricultural Research and Development Center and OSU Extension. Recently, the CVM developed a joint residency program with the Wilds and the Columbus Zoo and Aquarium, allowing students in Ecosystem Health and Conservation Medicine to explore the intersections of animal, environmental, and human health. The Dean must have the foresight and knowledge to encourage and inspire more of these relationships, taking full advantage of the College’s size, breadth, location, and standing in the state, as well as the expertise and energy of faculty and students.

**QUALIFICATIONS AND EXPERIENCE**

The successful candidate will bring many of the following professional qualifications, skills, experiences, and personal qualities:

- DVM, as well as an advanced degree and/or board certification and a distinguished record in research or scholarship that would qualify for rank of professor in an academic department in the College.
- Successful leadership and management of a complex organization, either in higher education or a related field.
- Highly effective communication and interpersonal skills, and ability to effectively lead and work collaboratively with many and diverse constituencies.
- Experience or demonstrated potential in successful fundraising and development activities and in developing new revenue streams.
- Demonstrated effectiveness in planning, administration, personnel, and fiscal management.
- Proven commitment to the recruitment and retention of faculty, staff, and students from diverse backgrounds, including women and minorities.
- Demonstrated commitment to building a strong learning environment for students.
- Vision and ability to advance the research agenda of the College and University, including interdisciplinary and cross-college initiatives and collaboration with industry.
TO APPLY

The Ohio State University has retained Isaacson, Miller, a national executive search firm, to assist in this search. All inquiries, nominations, and applications should be directed in confidence to:

Phillip Jaeger, Vice President  
Greg Esposito, Senior Associate  
Keight Tucker Kennedy, Senior Consultant  
Isaacson, Miller  
1300 19th Street, NW  
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Electronic submission of materials is strongly encouraged.

*To build a diverse workforce, The Ohio State University encourages applications from individuals with disabilities, minorities, veterans, and women. EEO/AA employer.*