



COLUMBUS[★] PARTNERSHIP

CHIEF EXECUTIVE OFFICER PROFILE

September 2024

The Columbus Region

Vision: To be the most prosperous region in the U.S.

Building prosperity is the process of advancing the social and economic well-being of *all* residents within the Columbus Region. An array of private, public, and nonprofit leaders across the Columbus Region support this vision and work together toward its realization.



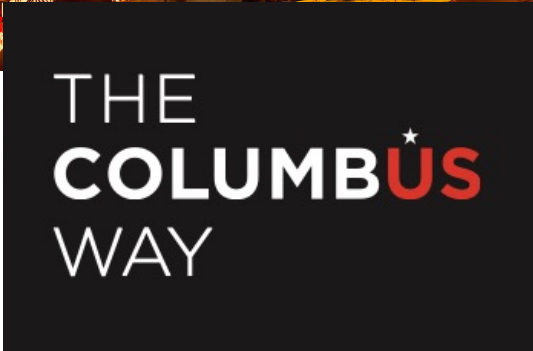
The [Columbus Region](#) is not just a hub of opportunity but a model of intentional growth and collaboration, guided by a shared vision for a prosperous future. Central to this is the Columbus Partnership, a collective of business, academic, and civic leaders who have come together to make Columbus a national leader in innovation, economic growth, and quality of life. This commitment to working together for the greater good is what has come to be known as The Columbus Way, a philosophy and strategy that emphasizes the power of collaboration over competition.

In the acclaimed Harvard Business Review article, "The Columbus Way," this unique approach to regional leadership is showcased as a model for cities around the world. The Columbus Way is a framework that prioritizes collaboration across sectors, enabling leaders to address the most pressing challenges facing the community—whether in economic development, education, healthcare, or social equity. It is an approach that emphasizes shared goals, mutual accountability, and a long-term commitment to building an inclusive and sustainable future.

Through this spirit of cooperation, Columbus has become a thriving region where businesses prosper, residents enjoy a high quality of life, and the next generation of leaders is being nurtured. The Columbus Partnership plays a key role in creating this environment, convening top executives, entrepreneurs, and public servants who are dedicated to making bold, collective decisions that enhance the region's economic competitiveness and societal well-being.

In Columbus, no dream is too big. The city's leaders have shown that by working together, there is no limit to what can be achieved. Whether it's attracting cutting-edge industries, building world-class infrastructure, or fostering a culture of diversity and inclusion, Columbus stands as a testament to the power of collaboration and strategic leadership. This spirit of partnership, embedded in the very DNA of the city, is what propels Columbus forward, making it not just a great place to live and work, but a community where everyone has the opportunity to thrive.

The Columbus Way



The Columbus Way is the practice of community stewardship. Always looking forward, creating not only for today, but for generations to come.

It's why we set bold goals. Why we inspire each other. Why we impact the world with unprecedented achievements.

The Columbus Way makes Columbus unlike any other place. And it will ensure we create the future with aspiration and purpose.

We believe in the Columbus Way.

Because we believe in Columbus.

THE VALUES

WE BELIEVE IN



AMBITION / The drive to reach new heights and never sit still.



COLLABORATION / Harnessing the power of hearts and minds united by a shared vision.



FELLOWSHIP / The unique type of togetherness that powers progress.



INCLUSIVITY / The recognition that leaders and change agents spring from everywhere.



COMMON GOOD / A commitment to service that elevates all.

THE PRINCIPLES

THAT GUIDE US

ACCOUNTABILITY

Mutual accountability leads to openness, communication and transparency.

RESPECT

Respecting each other and the common good make us better caretakers of the community.

INTEGRITY

Dedication to honesty and acting with a sense of right and wrong builds community confidence.

TRUST

Counting on each other builds a sense of certainty and commitment.

THE COLUMBUS WAY

The Columbus Partnership



THE COLUMBUS PARTNERSHIP

Leadership from the private sector enable the Partnership's work, including a coalition of dedicated CEOs that comprise our membership; funding from an investor base of hundreds who fund our regional economic development strategy; and partnerships across public, private, and academic institutions on initiatives to grow the economy and improve quality of life for Columbus Region residents.

The Partnership organization includes One Columbus, a global, top-ranked economic development organization whose team is focused on regional growth and development; Smart Columbus, a civic innovation lab whose team is focused on advancing what's next at the intersection of technology and community good; and Clean Energy Partners, an initiative that works to accelerate the Columbus Region's transition to clean energy.

ONE COLUMBUS

One Columbus is the economic development organization for the 11-county Columbus Region. Working with local and state partners, the team serves as a business location resource for companies across Central Ohio and around the world.

Top-ranked: One Columbus has received Site Selection Magazine's Mac Conway Award for five consecutive years, recognizing it as one of the top economic development organizations in the nation.

Results-driven: Since 2010, the One Columbus team has helped more than 650 domestic and international companies achieve their growth goals by locating in the Columbus Region, resulting in over \$34 billion capital invested and more than 68,000 new jobs created.

SMART COLUMBUS

Smart Columbus is an agile innovation lab that serves the Columbus Region by advancing what is new at the intersection of technology and community good.

Preparing Columbus for the future: Smart Columbus collaboratively deploys technology for community benefit, giving our region a demonstrated edge when competing for economic development projects and diverse talent.

Rooted in innovation to improve the resident experience: Smart Columbus was founded when Columbus won the U.S. Department of Transportation's Smart City Challenge, recognizing Columbus as an innovative and future-thinking region.

CLEAN ENERGY PARTNERS

Clean Energy Ventures has developed a unique model to provide access to low-cost renewable energy for low-income, disadvantaged communities, non-profits, and minority-owned businesses. Clean Energy Ventures has partnered with the Columbus Region Green Fund and Community Renewable Energy to deliver the Impact Solar Program.

The key benefit of this model is the reduction in energy costs, with no up-front fees, loans, or additional expenses throughout the agreement term, facilitated through a simple Power Purchase Agreement (PPA) that bundles system costs, installation, operations and maintenance, delivering power at a price 20% below market rates in a monthly bill. Upon completion of the term, the asset is transferred to the owner at no cost.

The Columbus Partnership, *continued*

The Columbus Partnership has had a transformative impact on the Columbus Region, acting as a catalyst for economic growth, urban development, and community progress over the past two decades. Founded in 2002, the organization started with a group of 12 business leaders committed to accelerating Columbus through a collaborative approach. Today, it comprises over 80 CEOs from the region's most influential businesses and institutions, all working together to address the challenges and opportunities facing the city.



PAST IMPACT

Historically, the Columbus Partnership has been instrumental in driving key initiatives that have redefined the region's landscape. One of the most notable successes was the role the Partnership played in retaining Nationwide Insurance's headquarters in Columbus, a move that ensured the city remained a financial and insurance hub. The organization also played a pivotal role in creating the Columbus 2020 economic development initiative, which aimed to add 150,000 net new jobs and generate \$8 billion in capital investment over a decade. By 2020, the initiative surpassed these goals, bringing over 170,000 jobs and attracting \$9 billion in capital investments, helping Columbus emerge as one of the nation's fastest-growing metro areas.

PRESENT IMPACT

Today, the Columbus Partnership continues to be a driving force behind major projects and collaborative ventures. It has spearheaded initiatives in technology and innovation, such as the Smart Columbus Project, which positions the region as a leader in smart city technology, sustainability, and future-forward transportation. Smart Columbus won the prestigious U.S. Department of Transportation's Smart City Challenge in 2016, securing \$40 million in federal funding and additional private investment to transform the region's transportation systems, reduce carbon emissions, and improve residents' quality of life.

The Partnership also plays a key role in tackling social issues like affordable housing, workforce development, and equity. During the COVID-19 pandemic, the Columbus Partnership was quick to mobilize resources, helping local businesses stay afloat and advocating for federal support, which kept the region resilient amid unprecedented challenges.



The Columbus Partnership, *continued*



FUTURE VISION

Looking forward, the Columbus Partnership's influence will grow as the city continues to attract global attention for its innovation and economic vitality. The Intel investment in Columbus, announced in 2022, marks a monumental step toward establishing Ohio as a leader in semiconductor manufacturing, a venture with the potential to create thousands of jobs and spark a new wave of technological advancements. The Partnership has been crucial in facilitating discussions between public officials, businesses, and community leaders to secure this investment and ensure long-term growth for the region.

In the future, the Columbus Partnership is focused on advancing inclusivity, sustainability, and prosperous growth. It envisions a Columbus that not only thrives economically but does so in a way that lifts all residents. Future plans include expanding access to high-quality education, addressing racial and economic disparities, and continuing to build a world-class infrastructure that will support a rapidly growing population.

THE COLUMBUS WAY MOVING FORWARD

As the region grows, the Columbus Partnership will continue to embrace The Columbus Way, fostering a culture where public-private partnerships drive innovation, solve critical challenges, and create new opportunities for all. Their ability to unite various sectors around common goals positions Columbus as a leader in tackling the most complex issues of our time, including climate change, equity, and the future of work.

In summary, the Columbus Partnership has played a vital role in Columbus's past and present success and remains committed to shaping a prosperous future. Its influence has helped Columbus evolve from a mid-sized Midwest city into a globally recognized hub of innovation, collaboration, and inclusive growth—one that other cities now look to as a model for regional development.

The Opportunity

The CEO of The Columbus Partnership is a highly visible and influential leader, responsible for shaping the future of the Columbus Region. Reporting to the Executive Committee of the Board, the CEO will drive a comprehensive strategy that enhances regional prosperity, strengthens public-private partnerships, and positions the Columbus Region as a national leader in economic development, innovation and sustainable, equitable growth.

The CEO will lead collaborative efforts across sectors, oversee affiliated organizations, and champion strategic initiatives that promote economic growth, prosperity, and innovation. The ideal candidate will have extensive experience in advocacy, public/private partnerships, stakeholder management, coalition building, and leadership across multiple sectors and industries.



ORGANIZATIONAL & REGIONAL PRIORITIES

STRATEGIC VISION

- Develop, articulate, and execute a long-term vision for Columbus to become the most prosperous metropolitan region in the U.S. by leveraging cross-sector partnerships.
- Lead strategic initiatives focused on economic prosperity, public policy, diversity and inclusion, and sustainability that align with regional priorities.
- Collaborate closely with the Partnership's Board of Directors and affiliated organizations (One Columbus, Smart Columbus, Clean Energy Partners, Columbus Chamber, JobsOhio, Ohio Business Roundtable and other partners) to establish and execute organizational goals and long-term plans.
- Continuously assess Columbus' competitive landscape, and proactively identify opportunities for innovation, investment, and regional growth.

ECONOMIC DEVELOPMENT & REGIONAL GROWTH

- Direct comprehensive economic development strategies aimed at attracting new businesses, expanding existing companies, and fostering entrepreneurship throughout the Columbus Region.
- Serve as the driving force behind One Columbus' initiatives to promote the region as a prime location for business expansion and investment.
- Oversee the creation and retention of high-quality jobs, stimulate economic activity, and ensure sustained growth in annual payroll across the Columbus Region.
- Champion infrastructure improvements and large-scale urban development projects, ensuring alignment with the city's long-term investment strategy.
- Identify and secure public and private funding sources to support economic development, infrastructure, and community-focused projects.

The Opportunity, *continued*

ADVOCACY & PUBLIC POLICY

- Act as the principal advocate for The Columbus Partnership, leading efforts to influence public policy at the local, state, and federal levels in favor of regional economic growth.
- Build and strengthen relationships with elected officials, policymakers, and government agencies, driving initiatives that benefit the Columbus business community and enhance the quality of life for its residents.
- Advocate for policy changes that promote diversity, equity, and inclusion in the workforce and create opportunities for historically underrepresented communities.
- Spearhead initiatives to address pressing regional issues, including workforce development, affordable housing, public transportation, childcare access, and environmental sustainability.

INNOVATION, SMART COLUMBUS & GREEN ENERGY PARTNERS

- Drive forward Smart Columbus initiatives, using technology and data-driven approaches to address urban challenges, improve mobility, and increase sustainability.
- Champion innovation at the intersection of technology, business, and community well-being, exploring cutting-edge solutions that contribute to Columbus' standing as a smart city leader.
- Lead partnerships with technology companies, investors, and academic institutions to integrate new innovations into the region's infrastructure and economy, ensuring that Columbus remains at the forefront of technological advancement.
- Through Clean Energy Partners, support companies, nonprofits, and government agencies in adopting sustainable practices by offering advisory services on renewable energy solutions, including solar energy implementation and helping organizations navigate renewable energy purchasing processes.



The Opportunity, *continued*

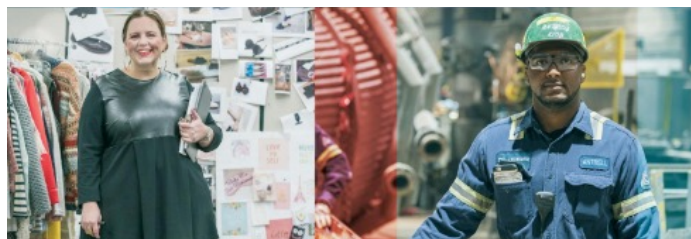
LEADERSHIP THEMES

COLLABORATION & STAKEHOLDER ENGAGEMENT

- Serve as the primary convener and coalition-builder, fostering strong collaboration between business leaders, government officials, and civic organizations.
- Facilitate partnerships among member CEOs, investors, regional organizations, and key community stakeholders to align efforts and ensure collective progress toward shared goals.
- Engage with local universities, research institutions, and educational entities to cultivate programs that meet the evolving needs of the region's industries.
- Represent The Columbus Partnership at national and international conferences, serving as a prominent spokesperson and thought leader on regional economic development, smart city innovation, and public-private collaboration.

ORGANIZATIONAL LEADERSHIP & GOVERNANCE

- Provide strong leadership to The Columbus Partnership's staff and affiliated organizations, ensuring operational efficiency, financial integrity, and overall organizational effectiveness.
- Oversee the management of One Columbus, Smart Columbus, and Clean Energy Partners, ensuring alignment with broader organizational goals and regional priorities.
- Regularly collaborate with the Board of Directors to set strategic priorities, review performance, and ensure effective governance of the organization.
- Cultivate a culture of accountability, innovation, and diversity within the organization, prioritizing staff development, team collaboration, and operational excellence.
- Lead and engage CEOs to retain membership and demonstrate value.



PERFORMANCE METRICS & REPORTING

- Establish measurable goals and outcomes that track the organization's success in advancing economic prosperity, creating jobs, and improving the overall quality of life in Columbus.
- Ensure continuous monitoring of the organization's performance against key economic indicators such as job creation, job retention, capital investment, workforce diversity, and public policy influence.
- Provide regular reports to the Board of Directors, key stakeholders, and the broader community on the Partnership's progress, impact, and strategic direction.
- Ensure the organization's sustainability through sound financial management, long-term planning, and proactive risk management.

The Opportunity, *continued*

DESIRED ATTRIBUTES, PERSONA & EXPERIENCE

Visionary Leadership with Executive Gravitas

- **Strategic Thinking and Resilience:** As the chief executive of a complex organization, the leader must exude inspirational and resilient leadership, commanding respect through gravitas and a confident presence. This person should have a collaborative yet decisive approach, focusing on a few key opportunities (rather than being spread too thin). They will align partnership members toward a bold and audacious vision, navigating challenges with resilience while making tough strategic decisions to focus on initiatives with the highest impact.
- **Decisiveness and Prioritization:** The ability to be prioritize stakeholder relationships and partnerships is critical. By focusing on institutions—both public and private—that can further progress, the leader ensures resources and attention are allocated to areas that will deliver the most value.'

Collaborative Communication and Coalition-building

- **Exceptional Communication and Negotiation Skills:** The leader must demonstrate exceptional communication abilities, being adept at transparently conveying the partnership's vision to a broad audience. They need to engage CEOs, government officials, business leaders, and community stakeholders across various sectors to build consensus and support for the initiatives. Their negotiation skills will enable them to build state-wide coalitions that enhance the region's competitiveness and collective influence.
- **Influence and Buy-in:** Creating opportunities for business leaders to engage in new ways is key to garnering their support and buy-in. The leader should understand what each member can bring to the table and build relationships that motivate each stakeholder to contribute fully toward the shared vision.



Political and Business Acumen with Advocacy Expertise

- **Public Policy Knowledge and Advocacy:** Extensive knowledge of public policy, business strategy, and economic development practices, particularly with a focus on urban planning, infrastructure, and innovation, is essential. The leader must have strong advocacy skills, with proven experience influencing public policy at the local, state, and national levels. This expertise will allow them to navigate complex political environments effectively and advocate for initiatives that drive regional progress.
- **Political Acumen and Situational Awareness:** The leader must also have the ability to navigate political environments, engaging with political leaders to further the partnership's goals. With a solid foundation of relationships and respect in Central Ohio and across the state, the leader should possess situational awareness of the dynamics shaping the region's economic and political landscape. This allows for proactive decision-making in response to emerging challenges and opportunities.

Connector Across Communities and Generations

- **Relationship Management and Networking:** Acting as a bridge between the current leadership and the next generation of leaders, this individual must excel at relationship management. By working closely with organizations like the Ohio Business Roundtable and other business leaders across the state, the leader can identify when collective action is beneficial and when it's best to take a stand. They must be able to unite various sectors—public, private, and nonprofit—toward common goals.
- **Engaging the Next Generation of Leaders:** The leader should be forward-thinking, creating opportunities to engage the next generation of business leaders in a way that secures their support and participation in the partnership's initiatives, ensuring sustained progress and fresh perspectives.

The Opportunity, *continued*



DESIRED ATTRIBUTES, PERSONA & EXPERIENCE *(continued)*

Urgency, Risk-Taking, and Decisive Action

- **Entrepreneurial Mindset and Courage:** Urgency and the willingness to take calculated risks are essential to seizing opportunities that benefit the region. The leader must act decisively, with the courage to push boundaries and make bold decisions that further the vision. This includes leveraging public policy, economic development, and infrastructure innovations to accelerate progress.
- **Risk-Taking with Focus:** While being ambitious, the leader must also be selective in the risks they take. They should focus on initiatives that align closely with the region's goals, avoiding distractions while positioning the partnership for significant impact.



Combined with:

Expertise in Urban Planning, Infrastructure, and Innovation

- **Knowledge of Economic Development:** An extensive understanding of business strategy, urban planning, infrastructure, and innovation will be crucial. This expertise allows the leader to engage in conversations that shape the region's growth, particularly around sustainability, technological advancements, and infrastructure projects that will propel Central Ohio into the future.

And, bachelor's degree required; advanced degree preferred (e.g., business administration, public administration, economics, or related field).



Member Roster



FOUNDING MEMBERS

JACK W. KESSLER
Co-Founder & Chairman
The New Albany Company

LESLIE H. WEXNER
Co-Founder & Chairman Emeritus
The New Albany Company

EXECUTIVE COMMITTEE

STEPHEN D. STEINOUR, Co-Chair
Chairman, President & CEO, Huntington

KIRT A. WALKER, Co-Chair
CEO, Nationwide

CORRINE M. BURGER
Managing Director, JPMorganChase

TIMOTHY C. ROBINSON
CEO, Nationwide Children's Hospital

TED CARTER JR.
President, The Ohio State University

MATT SCANTLAND
Founder and CEO, AndHealth

JEFFREY W. EDWARDS
Chairman, President & CEO, Installed Building Products

KARA TROTT
Founder/Board Chair, Quantum Health

BILL FEHRMAN
President & CEO, American Electric Power

LOU F. VON THAER
President and CEO, Battelle

JASON HOLLAR
CEO, Cardinal Health

LLOYD YATES
President & CEO, NiSource

STEPHEN E. MARKOVICH, M.D.
President & CEO, OhioHealth

Member Roster

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CPO & Executive, Donatos

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Lancaster Colony Corp.

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President, Columbus College of
Art & Design

TANNY CRANE

President & CEO, Crane Group

BRENT D. CRAWFORD

Principal & Founder, Crawford
Hoying

LARA DELEONE

Central Ohio Market President,
SVP Public Sector, KeyBank

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LIZA P. KESSLER, ESQ

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NANCY J. KRAMER

Chief Evangelist, IBM iX

DOUGLAS F. KRIDLER

President & CEO, The Columbus
Foundation

MARK KUNAR

CFO & Chief Strategy Officer,
DHL Supply Chain

MARK D. KVAMME

Co-Founder & Partner Emeritus,
Drive Capital

RICH S. LANGDALE

Managing Partner, NCT Ventures

MICHAEL LEFENFELD

President & CEO, Hexion

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Office Managing Partner, Squire
Patton Boggs

MICHAEL D. MARTZ, ESQ.

Managing Partner, Vorys

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Health System

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Mitchell Restaurants

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President & CEO, Columbus
Blue Jackets / JMAC, Inc.

ANDY ROSE

President & CEO, Worthington
Enterprises

OLE ROSGAARD

President & CEO, Greif

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President, Rumpke Waste and
Recycling

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Managing Partner, PwC

TOM H. SCHMID

President & CEO, Columbus Zoo
and Aquarium

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Chairman, President & CEO, M/I
Homes

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DANIEL P. SULLIVAN

Executive Director, The
Memorial Tournament

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CEO, The Ohio State University
Wexner Medical Center

ADAM S. WEINBERG, PH.D.

President, Denison University

SCOTT L. WHITE

President & CEO, IGS Energy

BRIAN H. YEAGER

Chairman & CEO, Champion
Companies

KIM K. ZAVISLAK

Office Managing Partner, KPMG

TO BE NAMED

Senior Advisor, Stonehenge
Partners

About the Columbus Region



10%

MORE AFFORDABLE
COST OF LIVING THAN
THE U.S. AVERAGE

14th

LARGEST CITY
IN THE U.S.

Top 10

BEST CITIES
TO LIVE IN

AFFORDABLE HOUSING

The Region's relatively low cost of living combined with job opportunities at global organizations means residents' salaries go further toward building their dream lifestyle. The Columbus Region's booming growth means new houses, apartments, and condos are readily available alongside classic homes in the Region's historic neighborhoods.

EDUCATION

The Ohio State University dominates headlines educational headlines in the Columbus Region for good reason, but the Region offers a wealth of options for students of all interests. As a modern and innovative city based in a state with strong blue-collar traditions, the community understands the importance of supporting both higher education and vocational institutions to build the talent pipeline businesses require.

ART & ATTRACTIONS

The Columbus Region has earned a national reputation for its energetic blend of arts and culture. Count on acclaimed museums to challenge your perspectives, and our culturally diverse food scene to introduce you to your new favorite cuisine. The Columbus Region is proud of its teams, from the Columbus Blue Jackets (NHL), the Columbus Crew SC (MLS), and the Columbus Clippers (MiLB) to hometown college football favorite The Ohio State Buckeyes. From foodies and fans to concertgoers and nature lovers, there are endless opportunities to explore in the Columbus Region.

RELOCATING TO COLUMBUS

The Columbus Region's neighborhoods each offers its own distinct personality and charm. Whether you're looking for fast city life and proximity to events, or the smaller-town speed and countryside views, the Columbus Region has it. Wherever you choose to put down roots, you're never more than a 40-minute drive from most of the Region's best amenities, from the bustle of the Short North to our beautiful and extensive metro park system. Learn more from the [Columbus Relocation Guide](#).

Process of Candidacy



The Columbus Partnership is an equal employment opportunity employer and does not discriminate against any employee or applicant on the basis of race, color, sex, age, religion, ancestry, national origin, citizenship, disability, military status, sexual orientation, or genetic information. The Columbus Partnership requires all employees, vendors, and associates to support its nondiscriminatory policies.



PROCESS OF CANDIDACY

BeecherHill is pleased to partner with the Columbus Partnership on this important search. Please submit nominations, referrals and resumes with preferred contact information to our Firm: ColumbusPartnership@beecherhillsearch.com.

Questions/conversations:

Cindy Hilsheimer

Managing Principal

hilsheimer@beecherhillsearch.com

Wilson Browning

President & Partner

browning@beecherhillsearch.com

Becca Aschinger

Associate Managing Director

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