

Synopsis of Leadership Agenda August 2003

When President Holbrook delivered her investiture speech in late May, she underscored her beliefs in both the Academic Plan as our strategy for excellence and in research as the tool that will advance Ohio State's reputation. "I am committed to research as one of my highest priorities...research increases our value to our students and the public. It is key to our national and international reputation, and to our future," she said.

As a next step in developing her leadership agenda, Dr. Holbrook gathered nearly 50 of the university's leaders on July 14-16, 2003, to begin developing the elements of an action plan to advance Ohio State's distinction as a research university. Over the course of a day and a half, the group, which included deans, vice presidents and vice provosts and other faculty and staff leaders, reaffirmed the university's commitment to the Academic Plan and identified a framework to guide the university's activities over the next academic year in the three key areas of Research, the Undergraduate Experience and Outreach and Engagement.

After a series of focused discussions, the group developed a guiding framework from which the action plan will be developed. To become a distinctive research university, Ohio State in the coming year will focus on:

- **Cutting edge interdisciplinary research** for short- and long-term societal benefits;
- **Novel educational experiences** and opportunities for undergraduates; and
- Developing the **21st Century model of "outreach and engagement."**

A smaller work group, led by incoming Interim Provost Barbara Snyder, will take the shared understanding of ideas, priorities and suggestions and develop an action plan to be shared and reviewed when the group reassembles in September. The plan will detail what must be set in motion, continued, altered or abandoned to bring the university measurably closer to the ambitious goals of the Academic Plan within five years. The work group also will seek input from faculty and staff leadership groups to increase participation in and understanding of the President's leadership agenda.

The President and her leadership team remain committed to the Academic Plan, and to taking the necessary steps to move the university forward, using the Plan's vision – refreshed through the leadership retreat – to enhance our academic quality, diversity and stature as a world-class research university for the people of Ohio. How we focus, prioritize, apply resources and measure our progress in implementing the plan will frame a near-term agenda and the strategies for long-term gain.

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