

Office of International Affairs Strategic Plan

April 15, 2010

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ACKNOWLEDGEMENTS

n/a

Overview

Office of International Affairs: Executive Summary

DATE April 15, 2010

TO Senior Management Council and Strategic Planning Committee

FROM William I. Brustein, Vice Provost for Global Strategies and International Affairs

The internal cohesion of the strategic plan for the Office of International Affairs in its interaction with the Roadmap depends on the six goals stemming from the lead document on internationalization, the June 2009 report by the President's and Provost's Council on Strategic Internationalization. The strategies chosen by OIA and made operational through various initiatives aim at achieving success in two overarching internationalization strategies:

- the establishment of Ohio State Global Gateway offices to provide Ohio State institutional access to focal area around the globe; and
- the thorough internationalization of the curriculum enabling graduates to acquire five defining skills for competing in a global knowledge society.

The two overarching strategies, Gateways and curricular integration, add a distinctly new dimension to the long-standing efforts at internationalizing Ohio State. As such, they complement the ongoing commitments, from education abroad to attracting international students and scholars to Ohio State, and from establishing meaningful international partnerships to fostering excellence in the creation of knowledge around global regions and issues as expressed in our mission, vision, and values statement. We approach this exciting task committed to a lean operation of the individual initiatives, each one designed to strengthen the two main goals with the limited new resources the university can afford to invest in this institutional endeavor.

OIA will substantively contribute to Goal 1 with the realignment of the Area Studies Centers and the creation of an international data hub as well as unified business processes for international purposes.

Goal 2 lets OIA refocus services for international students and expand the availability of and access to education abroad. The major task of giving shape to the international dimensions of the learning experience requires the creation of an International Enhancement Contract template, in close coordination with the academic units.

Goal 3 offers the opportunity to focus on a first-rate delivery of Homeland Security related services for helping programs attract more international scholars.

Goal 4 is envisaged by the further streamlining of the establishment of international cooperative agreements, giving purpose and fiscal sustainability to student exchange programs, and providing seed funds for new international activities.

Goal 5 contains the Gateway initiative with the recent start-up facility in China, to be followed by locally adapted ventures in India and Brazil, ready to provide academic support services and revenue-generating in-country training programs. These centers

will combine with the Columbus-based delivery of global and regional expertise through multiple outreach contacts.

Goal 6 is not in a primary purview of OIA, but receives our indirect support e.g. through the effort with unified international business practices (Goal 1).

Reading it as a many-sided concept interfacing with the institutional objectives of the Ohio State Roadmap, the strategic plan of the Office of International Affairs amounts to more than the sum of its initiatives. Achieving the ambitious metrics for this set of strategies will contribute to elevating Ohio State to a pre-eminent global university, recognized for creation of powerful knowledge applied to helping solve issues that affect the people of Ohio and the US as much as citizens of nations the world over.

Introduction to the Strategic Plan

The strategic planning document for the Office of International Affairs is the result of the vice provost's extensive consultations among a broader leadership group in this unit, including the five subdivision directors, two of the area studies center directors, as well as the associate provost. The process has been highly condensed given the quick turn-around time. With the strategies and initiatives now set, the detailed budget information tables can be filled in with meaningful figures; they will be provided shortly.

All initiatives have been formulated to be imminent and achievable in principle. They have been tailored to the available resources wherever possible. The primary approach is always to use existing funds and staff talent to achieve new goals. Where this is not possible in its entirety, most prominently so regarding the crucial strategy of setting up Global Gateways, the measured need for funds is clearly shown.

The amount of OIA funding internally reallocated to new initiatives is very limited, since the unit serves an area of institutional focus and growth – internationalization in its widest sense. The mandate to expand and improve education abroad, international student and scholar presence, to engage with more and better ranked international partner institutions, etc., requires keeping our forces together on these current tasks for expansion, rather than reducing them. We have chosen the initiatives in such a way that considerable efficiency of service delivery and economies of scale can be achieved that will permit maintaining the current budget by expanding output quantity and quality considerably.

We recognize that some of the initiatives do not depend on OIA to be carried out in their entirety. In such cases, OIA acts as an instigator true to our mission as an academic support organization for all aspects international, but we cannot determine the academic directions that these initiatives should be taking. Such indirect initiatives figure in the list to signal OIA's ability to intervene cooperatively in such larger goals of substantive internationalization.

OIA is ready to engage all of these challenges in the spirit of One University, replacing the silos with a dynamic matrix of connections.

Office of International Affairs Directives

Mission

The Office of International Affairs:

- engages Ohio State's students and faculty in educational and research experiences internationally;
- facilitates the integration of international students and scholars into Ohio State's world of knowledge;
- fosters excellence in the study of languages, the history of arts and cultures and their societies, and international security; and
- provides information and access to Ohio State's academic expertise for the benefit of communities the world over.

Vision

The Ohio State community relies on the unique international expertise of the Office of International Affairs to provide it with information and access to premier opportunities in a global setting.

Values

We are committed to:

- Excellence and quality in all endeavors
- Serving the needs for international knowledge institution-wide
- Engagement with partners worldwide
- Global representation and domestic diversity
- Efficiency and effectiveness

Context

Introduction

Confronted with a world that is strikingly different from what it was just a decade ago, higher education faces rapidly shifting economic, political, and national security realities and challenges. To respond to these changes it is essential that our institutions of higher education graduate globally competent students, that is, students possessing a combination of critical thinking skills, technical expertise, and global awareness allowing them “not only to contribute to knowledge, but also to comprehend, analyze, and evaluate its meaning in the context of an increasingly globalized world.” (*A Call for Leadership*, NASULGC, 2004)

Five Constitutive Skills

The skills that form the foundation of global competence include the following:

- An ability to work effectively in international settings;
- Awareness of and adaptability to diverse cultures, perceptions and approaches;
- Familiarity with the major currents of global change and the issues they raise;
- The capacity for effective communication across cultural and linguistic boundaries; and
- The ability to comprehend the international dimension of one’s field of study.

To enable its students to succeed and its faculty and staff to lead in this quest, Ohio State will need to pursue internationalization in a comprehensive and systematic way. A global university fully integrates international and multicultural experiences and perspectives into its learning, research, and public service missions.

Six Institutional Dimensions for Internationalization

[The President’s and Provost’s Council on Strategic Internationalization](#) (PPCSI), charged to develop international goals for the university, presented a report that was subsequently approved by the President, the Provost, the Council of Deans and the

Office of International Affairs Directives: Context

Board of Trustees. The [June 2009 report](#) proposes six goals to make the vision of an internationally engaged and globalized university a reality:

- Increase the international experience for undergraduate, graduate, and professional students,
- Increase the percentage of international faculty and students,
- Promote scholarship on the major international issues,
- Develop an international physical presence,
- Create international dual degree programs, and
- Promote collaboration with Ohio's international business ventures.

Two Overarching Strategies

Guided by the Vice Provost for Global Strategies and International Affairs, the Office of International Affairs (OIA) as the central academic support unit for internationalization pursues two new overarching strategies to advance these goals.

Extra muros, Ohio State will establish Global Gateways in regions of the world that map well with our institution's learning, research, and public service missions as well as with those of the state of Ohio.

Intra muros, OIA will launch a campus-wide effort to internationalize the students' learning experience by engaging faculty in integrating international dimensions into the curriculum and their research agendas.

Together, the two new directions will raise internationalization at Ohio State to a much higher level of significance, bringing new breadth and depth to OIA's commitment to deliver excellence in its mission supporting the university community's international activities.

Global Gateways

The Gateways will be multi-faceted centers established in regions across the globe that will enhance the university's teaching, research and engagement mission for the benefit of its stakeholders, from faculty and students to alumni, friends, business circles and diverse communities world-wide. Initially, Ohio State is looking at opening Gateways in Shanghai, China, New Delhi, India and São Paulo, Brazil. Also under consideration are

Office of International Affairs Directives: Context

locations in Turkey, sub-Saharan Africa, and Europe. Funding for Gateways will be a collaborative effort through the university, alumni, business friends and fees earned through programming at the Gateway site.

The locations for the Gateways will capitalize on the strengths of Ohio State's connections across the globe. The institution's involvement in China, India and Brazil is based on more than 85 faculty connections; 17 study abroad programs; 66 Memoranda of Agreement and Student Exchange Agreements. China, India and Brazil also are major recipients of Ohio exports. The Gateways will provide Ohio State with operational support for faculty research/teaching and international partnerships, a portal for study abroad (in-country orientation and facilitation), a location for international student recruitment, an information hub for the institution, a center for academic programming as well as executive education and corporate training, a location for alumni gatherings and programming (re)connecting them to the Columbus campus, and a new way to partner with Ohio-based companies operating in global markets.

Internationalizing the campus learning experience

Taking advantage of the propitious moment when Ohio State converts from a quarter to a semester calendar, OIA is committed to engage the faculty in rethinking and revising the curriculum to prepare globally-competent graduates by embedding the five crucial international competencies in their learning experience. General education requirements, international or area studies minors, majors and certificates, and disciplinary majors are valuable and instrumental, but not sufficient for the broader task. We envisage developing a transformative enhancement program for internationalization inspired by the Honors concept to empower all curricula to be parties in this quest.

State-Wide Dimensions

The emergent University System of Ohio, promoted by the Ohio Board of Regents, as well as the contact with consonant civic groups and NGOs provide significant opportunities for engaging with our sister institutions and public constituencies in Ohio in bringing international awareness and expertise to advance the causes of society.

The Role of the Office of International Affairs

Office of International Affairs Directives: Context

The vast range of obligations emanating from global concerns and international activities, all crucial to Ohio State's success in this challenge, require a distributed approach within the institution. OIA can serve as a central organizing unit providing essential facilitation in the many dimensions, but academic content and value-added propositions must come from the many appropriate units. The range of strategies envisaged by OIA contains many components in which OIA can only be an instigator and where its contribution lies in pulling together the dispersed facets shaping international endeavors into an institutional purpose commensurate with Ohio State's aspirations of eminence in this dimension.

The Collaborative Imperative

The comparatively modest resources at OIA's disposal must be leveraged with what the academic and other partner units can put on the table to achieve an institutional outcome of appropriate category. Beyond Ohio State, partnering with like-minded institutions and consortia may be the only effective way of having a lasting impact on the issues of global dimensions envisaged in the Centers of Innovation as well as Centers of Excellence.

Ohio State as a Leading Global Institution

Returning to the institutional level, pursuing the six goals for internationalizing The Ohio State University with the targeted meta-strategies of establishing Global Gateways and instilling global competence in our students' learning experience will lead our institution to the front ranks of global universities and through workforce development will provide valuable contributions for the welfare of the state of Ohio within a knowledge economy.

Goals, Objectives, Strategies and Initiatives

1. One University

1.1. *Lead transformation to achieve “One University”*

1.1.1. Staff development through culture change

- 1.1.1.1. Culture Change Retreats: One scheduled, one for AU10 to involve all of OIA

Primary University strategy cross-reference: 3.3.

Secondary University cross reference:

Strategy Description

- Provide all staff opportunity to develop their professional and collaborative skills through participation in a culture change retreat. A first retreat has been scheduled for May 2010, a second one will be made available in Autumn 2010.
- Provide selected staff members additional training and development through specific workshops offered by Management Advancement for the Public Service (MAPS) in the Glenn School of Public Affairs

Metrics, Milestones and Resources

- **Metrics**

- 90% participation by December 2010 in retreats- 50 MAPS workshop participations by December 2011

- **Milestones**

- May 2010, first retreat, November 2010 second retreat
- After attending retreat, specific staff members will be recommended for the MAPS workshops of high relevance and impact on OIA service performance

- **Resources**

OIA supplies and services budget for retreats and MAPS services

Description of support outside primary objective

- n/a

1. One University

1.2. *Optimize the organizational structure, processes and infrastructure for pursuit of common goals*

1.2.1. **Realign Area Studies Centers (ASC) for academic enhancement**

- 1.2.1.1. Share reporting and budgetary support of ASCs (as Title VI National Resource Centers) between Arts & Sciences and OIA

Primary University strategy cross-reference: 4.1.

Secondary University cross reference:

Strategy Description

- Starting in FY11, ASCs will report simultaneously to the Associate Provost, OIA and a Divisional Dean of Art & Sciences for supervision by the appropriate units for academics and internationalization. A corresponding MOA has been signed (April 2010).
- A&S and ASC will share funding for ASC leadership and academic activities of Title VI NRC federally funded centers.

Metrics, Milestones and Resources

- **Metrics**

Execution of MOA as signed by AU 2010

- **Milestones**

AU 2010 beginning of shared funding and supervision following the award announcement of the current funding cycle for 2010-2014 NRCs.

- **Resources**

Previously allocated PBA in OIA, newly allocated funds in A&S as per MOA.

Description of support outside primary objective

- n/a

1. One University

1.2. *Optimize the organizational structure, processes and infrastructure for pursuit of common goals*

1.2.1. **Realign Area Studies Centers (ASC) for academic enhancement**

- 1.2.1.2. Restructure all ASCs for operational efficiency and adjust their mission to better serve institutional goals

Primary University strategy cross-reference: 1.3., 3.3.

Secondary University cross reference:

Strategy Description

- Provide all ASCs funded as Title VI NRCs standard level of OIA support in the form of staff FTE and operating expenses. In addition, centrally provided services for OIA Business Operations and Communications will be expanded to achieve better compliance and higher efficiency.

Metrics, Milestones and Resources

- **Metrics**

Complete process for all funded NRCs in upcoming funding cycle 2010-2014 with 6.5 FTE staff support in NRCs and 2 FTE staff support in OIA Business Operations (for maximum of 5 NRCs, prorated according to number of NRCs funded) to be implemented in FY 2011

- **Milestones**

Realign personnel by December 2010 for funded NRCs

- **Resources**

Current PBA in OIA with specific functional realignments and limited functional realignments between NRCs and OIA

Description of support outside primary objective

- n/a

1. One University

1.2. *Optimize the organizational structure, processes and infrastructure for pursuit of common goals*

1.2.2. **Connect information about international activities institution-wide**

- 1.2.2.1. Establish and maintain an international web portal for comprehensive and current reporting of international activities (information, reporting, and risk assessment tool)

Primary University strategy cross-reference: 5.2., 5.3.

Secondary University cross reference:

Strategy Description

- Insufficient information flow concerning international activities taking place institution-wide has been identified as a major reason for the limited perception of Ohio State's international engagement. Pertinent information specifically gathered from all Ohio State units will populate a data base located on the OSU International Page. A searchable matrix of research, teaching, and outreach dimensions will enable students, faculty, and staff to take advantage of the distributed expertise. The data base will allow the institution to have available accurate multidimensional snapshots of its international engagement.
- The projects, the ***Ohio State Portal to the World***, requires data gathering and bundling, data input and sustainable maintenance by users and centrally, as well as the design of an efficient user interface.

Metrics, Milestones and Resources

- **Metrics**
 - Completing project according to milestone timeline
 - Committing all colleges and reporting units to update data entries at least quarterly starting in AU 2011
- **Milestones**
 - AU 2010: a pilot project will be presented to Ohio Board of Regents for co-sponsorship (with the potential of being extended for USO state-wide)
 - December 2010: a search interface will be ready, to be initially populated with data from OSUpro, COS and other existing data bases
 - June 2011: population of data base with information from all colleges and essential support units through a data submission campaign
 - December 2011: conclusion of Ohio State set-up and release to OBoR for state-wide implementation
- **Resources**
 - OIA cash for initial project design
 - OBoR funding for design and implementation in Ohio State IT environment and OSU matching contributions for Ohio State aspects
 - 1 FTE staff position for maintenance

Description of support outside primary objective

- n/a

1. One University

1.3. *Integrate strategic, financial, and physical planning to ensure a campus environment that enables the university's mission*

1.3.2. **Create cross-functional ties across the Offices of Business & Finance, Human Resources, Chief Information Officer, Risk Management, and International Affairs to ensure that Ohio State offices and operations around the globe are supported by appropriately integrated and central University policies, procedures, and tools**

1.3.2.1. Partner with the Offices outlined in 1.3.2 to ensure global dimensions of university business are effectively supported

Primary University strategy cross-reference: Goals 6.2, 6.3

Secondary University cross reference:

Strategy Description

- Establish permanent International Policies and Procedures workgroup(s) that include members from each of the identified offices
- Review existing policies, procedures, and tools for appropriateness and ease of use in international settings; improve existing or create new policies, procedures, and tools for enabling University research, teaching, and service in international settings, as per the successful model of the Global/Extended Travel Card tool.

Metrics, Milestones and Resources

- **Metrics**
 - TBD by the workgroup
- **Milestones**
 - Establishment of lead International Policies, Procedures, and Tools workgroup by AU 2010
 - Quarterly workgroup meetings held throughout 2011-2012
- **Resources**
 - Employees' time and effort
 - Meeting space

Description of support outside primary objective

- n/a

2. Students First

2.2. *Increase cultural and economic diversity of the student body*

2.2.1. Provide a welcoming and supportive environment to promote academic success for international students from globally diverse origins

2.2.1.1. Connect international students with their American and other international colleagues

Primary University strategy cross-reference: 2.3., 3.2.

Secondary University cross reference:

Strategy Description

- Under the guidance of ISS, establish periodic meetings among international student organization leadership and student government bodies to coordinate activities aimed at promoting direct contacts of members of all groups.
- Provide meaningful student-life events for enhanced contacts among the diverse student groups

Metrics, Milestones and Resources

- **Metrics**

90% approval rate on i-graduate survey for dimensions measuring social integration (base line 2009 = 85%)

- **Milestones**

Annual i-graduate survey results from AU quarter

- **Resources**

Current cash for the survey; staff time for additional planning meetings will be freed up through streamlining of routine advising processes

Description of support outside primary objective

n/a

2. Students First

2.2. *Increase cultural and economic diversity of the student body*

2.2.1. Provide a welcoming and supportive environment to promote academic success for international students from globally diverse origins

2.2.1.2. Provide effective orientation programs for academic success and personal development

Primary University strategy cross-reference:

Secondary University cross reference:

Strategy Description

- Further develop efficiency and effectiveness of international student orientation with more welcoming and more informative sessions at initial check-in plus follow-up activities.
- Collaborate with other units (Student Life, UCAT, Student Advocacy, Student Judicial Affairs, international student organizations) to meet needs and gauge expectations of new international students (especially also the increasing number of undergraduates)

Metrics, Milestones and Resources

- **Metrics**

90% approval rate on i-graduate survey for dimensions measuring arrival and early post-arrival experience (base line 2009 = 85%)

- **Milestones**

Annual i-graduate survey results from AU quarter (annually)

- **Resources**

- Current cash for the survey (supported by ongoing OBoR contribution)
- New international student orientation fee of \$50 (approval requested for WI 2011 implementation)
- Staff time for additional planning meetings will be freed up through streamlining of routine advising processes and revenue from new fee

Description of support outside primary objective

- n/a

2. Students First

2.2. *Increase cultural and economic diversity of the student body*

2.2.1. Provide a welcoming and supportive environment to promote academic success for international students from globally diverse origins

2.2.1.3. (P&P-CSI goal) Increase the percentage of international students by at least 50 percent

Primary University strategy cross-reference: 2.1., 3.2.

Secondary University cross reference:

Strategy Description

- NOTE: OIA is by the attribution of relevant responsibilities only a secondary contributing unit in this P&P-CSI goal.
Support central and distributed efforts by UA/FYE and Graduate School/graduate programs with efficient and effective ISS services as well as contribution of global expertise

Metrics, Milestones and Resources

- **Metrics**

Annual increases of 3% overall over AU2009 baseline (= 7.7%). Higher for undergraduates (+15%), lower for graduates (+1%), high increases (>10%) for currently underrepresented countries/regions (Africa, Latin America, E/W Europe)

- **Milestones**

Long-range goal to be reached by 2015 with even annual increases

- **Resources**

- No OIA funding involved. UA/FYE is operating independently; graduate admissions depend on academic units.
- OIA can contribute
 - expertise by ISS leadership
 - cooperation by processing Homeland Security requirements
 - regional expertise by area studies capacities in OIA

Description of support outside primary objective

- n/a

2. Students First

2.3. *Provide an exceptional undergraduate, graduate and professional student experience and graduate students positioned for success as professionals and citizens*

2.3.1. **Enhance the undergraduate, graduate, and professional curriculum to incorporate the international context in all disciplines as a constitutive dimension of the learning process and experience.**

2.3.1.1. (P&P-CSI Goal) Increase the percentage of OSU undergraduates participating in an educationally integrated international experience to 50 percent or greater and assure the availability of such programs for all who wish to participate in Education Abroad

Primary University strategy cross-reference: 2.2.

Secondary University cross reference:

Strategy Description

- Achieving a 50% participation rate requires the integrated thrust of:
 - Universal curricular integration of international experiences (see 2.3.2.1.);
 - Need and merit-based scholarships through Development (see 2.3.1.2.);
 - Supportive internal tuition policies (see REF);
 - Academic unit investment in staff to support growth and access (see 2.3.1.3.)
- Increase the number of programs through incentivizing faculty to develop new ventures. Increase the number of participants per program wherever possible to maximum capacity. Develop new program formats for short-term experiences (2-4 weeks) using May-term (in semester calendar) and summer.
- Develop productive models to be used by academic units engaged in semester conversion for easier integration of international experiences in a time-conscious curriculum, including strategic consideration of third-party providers

Metrics, Milestones and Resources

- **Metrics**
 - Increase EA participation by an average of 12% per year to reach a 50% participation rate of undergraduates before graduation by 2017
 - Develop first-year international experience and innovative discipline-specific programs through seed grant competitions to provide the additional seats required to meet the measure
- **Milestones**
 - SP and SU 2010 development of portfolio of sample programs for use by academic units
 - AY 2011/12 unit plans for education abroad are operational
 - SU 2012 semester conversion effective (increases $\leq 10\%$ up to this point)
 - SU 2013 and following: significant increases ($\geq 15\%$) possible with new programs, new staff functions, new scholarship funds, and curricular

2. **Students First**

integration of international experiential components
- SU 2017 reaching 50% mark

- **Resources**

- Staff time in OIA to elaborate best-practices models for academic units
- Collaboration by Education Abroad Advisory Committee
- Collaboration by academic units through curriculum committees and dedicated staff positions
- Current OIA PBA of \$25,000, to be augmented by matching funds from academic units for seed grant projects in their purview
- As available, additional seed grant funding of \$100,000 from central budget pool

Description of support outside primary objective

- n/a

2. Students First

2.3 *Provide an exceptional undergraduate, graduate and professional student experience and graduate students positioned for success as professionals and citizens*

2.3.1. **Enhance the undergraduate, graduate, and professional curriculum to incorporate the international context in all disciplines as a constitutive dimension of the learning process and experience.**

2.3.1.2. Expand funding to provide Education Abroad scholarships based on academic merit and financial need by cooperating with Development and open up access to Education Abroad through supportive tuition policies by the institution

Primary University strategy cross-reference: 2.2.

Secondary University cross reference:

Strategy Description

- OIA can only support the potential agents of this crucial initiative:
 - University leadership setting new tuition levels that will include a dedicated portion of support for education abroad scholarships
 - University leadership adjusting tuition policies favoring participation in education abroad (current policies unintentionally disfavor academic units as well as students)
 - Development as it executes an institutional policy of placing education abroad scholarships high in the priorities ranking
 - Student Financial Services as they set guidelines for awarding such funds.

Metrics, Milestones and Resources

- **Metrics**
Depends on primary agents
- **Milestones**
Depends on primary agents
- **Resources**
Depends on primary agents

Description of support outside primary objective

- n/a

2. Students First

2.3 *Provide an exceptional undergraduate, graduate and professional student experience and graduate students positioned for success as professionals and citizens*

2.3.1. Enhance the undergraduate, graduate, and professional curriculum to incorporate the international context in all disciplines as a constitutive dimension of the learning process and experience.

2.3.1.3. Redesign Education Abroad program development and availability by involving the academic units as major stakeholders

Primary University strategy cross-reference:

Secondary University cross reference:

Strategy Description

- Partner with academic units (primarily colleges, as needed also departments/programs) to create shared advisor/coordinator positions between OIA and the unit to provide education abroad advising, program development, and program management in direct support of the unit's curricular needs and preferences. This model has produced significant results so far with CFAES and Honors & Scholars.
- Channel education abroad seed grant funding to cooperating units on a matching funds basis to increase seats in programs fully integrated into unit-specific curriculum

Metrics, Milestones and Resources

• **Metrics**

- Creation of 5 such shared coordinator/advisor positions with large units/programs by 2012
- Larger than average increase ($\geq 15\%$) in study abroad participation starting in AY 2012/13 for participating units

• **Milestones**

Hiring 2 coordinators in FY 2011 (Engineering, Arts & Sciences) and 3 in FY 2012 (Education and Human Ecology, Health Sciences, again Engineering or Arts & Sciences)

• **Resources**

- For OIA portion, increased revenue from IS697 NER plus reassignment of duties among current OIA staff
- Staff time in OIA to train staff in shared positions

Description of support outside primary objective

- n/a

2. Students First

2.3 *Provide an exceptional undergraduate, graduate and professional student experience and graduate students positioned for success as professionals and citizens*

2.3.2. Establish an International Enhancement Contract (IEC)

- 2.3.2.1. Create a broad template adaptable to all undergraduate major programs (in the manner of an Honors contract) by combining a variety of international-theme courses, education abroad, language skills, and a capstone experience to be recorded on the student's diploma

Primary University strategy cross-reference:

Secondary University cross reference:

Strategy Description

- Internationalization, from exposure to international content and global issues to education abroad, needs to be integrated into the curriculum for relevance to the respective discipline and maintenance of standard time to degree. All students need to be exposed to this broadened learning experience.
- At the same time, programs should be able to offer a challenge in consonance with the real-world implications of the international dimension, following the imperative of the five skills (see OIA Context Statement). Some students will wish to do more of it than others, and this should be possible in all disciplines.
- Significant enrichment through internationalization can be achieved with a curricular option akin to the existing Honors contract (with an academic threshold condition for participation). The elements are:
 - courses with enriched international content and possibly IT-facilitated interactive modules
 - education abroad (including internships and service learning)
 - an advanced foreign language competency
 - a capstone experience
 - a minimum score on an institutional global aptitude assessment instrument.The enrichment portion of the curriculum will be recorded on the diploma.
-

Metrics, Milestones and Resources

- **Metrics**
 - Follow the milestones
- **Milestones**
 - Develop first discussion draft to be shared with units and curriculum committees by AU 2010
 - Program proposals from all areas (A&S, Professional, Health) by AU 2011
 - Approval of template and first programs (4-6) through Senate action by SP 2012

2. **Students First**

- **Resources**

- Staff time and leadership input from OIA
- Independently required: development of Education Abroad programs to fit the needs of increased demand, in part driven by the IEC
- Academic units will also invest faculty and staff time for planning
- After approval, teaching units will need to re-allocate teaching responsibilities to cover the special courses/sections for the IEC (as in the Honors situation)

Description of support outside primary objective

- n/a

2. Students First

2.3 *Provide an exceptional undergraduate, graduate and professional student experience and graduate students positioned for success as professionals and citizens*

2.3.3. (P&P-CSI Goal) Support the creation of international dual degree programs that provide students with unique educational and professional enhancement through multinational credentials

2.3.3.1. Contribute to the formulation of institutional frame conditions for the establishment of dual degree programs of various specifications

Primary University strategy cross-reference: 5.2., 3.1., 3.2., 2.1.

Secondary University cross reference:

Strategy Description

- World-wide universities increasingly engage in international dual-degree programs with select partner institutions. Ohio State needs to have a constructive framework for fitting these novel collaborative educational formats into its regulatory context. But more so it is essential to define their value-added educational impact for the graduates.
- Creation of this framework is a shared effort between OIA, the Graduate School, and Undergraduate Education, currently preparing proposals for general discussion and eventual institutional approval. The plan is to use existing regulations and degrees as far as possible to minimize high-level approvals.
- The frame conditions for dual degrees will be formulated in broadly general terms to enable academic units to pursue their best academic interests in collaborating with reputable international partner institutions in delivering brand-conscious Ohio State education. The guiding principle is the ability to equally benefit Ohio State and international partnership students through the addition of unique learning opportunities based on the cooperative arrangements.

Metrics, Milestones and Resources

- **Metrics**

Have five international pilot dual degree programs approved and operating by AU 2012 (anchored in MOAs)

- **Milestones**

- Finalize framework for dual Master's degrees and cotutelle Ph.D.s by AU 2010 (to be followed by formal approval process)
- Establish framework for international 3+2 Bachelor's + Master's programs by SP 2011 (to be followed by formal approval process)
- Define dual Bachelor's degree programs (3+1, 2+2, 2+1+1, etc. versions) by SP 2011 (to be followed by formal approval process)

- **Resources**

2. Students First

- OIA resources are limited to staff and leadership time devoted to the discussions leading up to the planned proposals.
- Academic units proposing to engage in international dual degree programs will need to find appropriate faculty resources and possibly tuition payment options

Description of support outside primary objective

- n/a

3. Faculty and Staff Talent and Culture

3.1. *Enhance academic reputation and rankings*

3.2. *Enhance diversity*

3.2.1. (P&P-CSI Goal) Enhance diversity through a broad global presence of faculty and staff in the institution

- 3.2.1.1. Support the goals of increasing the percentage of visiting international faculty by at least 25 percent by excellence in the services rendered through OIA's International Students and Scholars division.

Primary University strategy cross-reference: 3.2., 5.2.

Secondary University cross reference:

Strategy Description

- Advising academic units pro-actively about best choices for visa categories.
Reducing wait-time for H1-B labor certification by abandoning "safe haven".
Cooperating with Legal Affairs for best advice to units inviting visiting scholars.
Increasing staff for expediting case load in OIA.
- OIA can only support this P&P-CSI goal by peripheral action, since ISS is bound by the federal regulations governing the issuance and change of visas and the determination of fair labor practices. Academic units are the prime movers to attract international scholars through their research quality. OIA/ISS can assist in inducting international scholars into a productive Ohio State environment.

Metrics, Milestones and Resources

- **Metrics**

According to primary agents

- **Milestones**

Addition of 1 FTE to ISS staff by AU 2010

- **Resources**

- New J-1 scholars fee (applied for in FY2011 budget)
- Increase in H1-B processing fee (applied for in FY2011 budget)

Description of support outside primary objective

- n/a

4. Research Prominence

4.1. *Foster preeminence in research*

4.2. *Foster external research partnerships*

4.2.1. Enable the negotiation and signing of appropriate international contracts institution-wide

4.2.1.1. Provide useful templates for MOAs, SEAs, and other standard international contracts

Primary University strategy cross-reference: 3.1., 4.1., 5.2.

Secondary University cross reference:

Strategy Description

- Continue improving support service for the conclusion of international partner agreements (Memoranda of Agreement, Student Exchange Agreements, cooperative educational program agreements and similar) by clarifying the institutional policies, providing broadly usable templates, and overseeing the development of these instruments for all interested parties.

Metrics, Milestones and Resources

- **Metrics**
 - 100% timely renewal of expiring agreements (including changes or termination, as the case may be) based on full reporting of past activities
 - Create 100% functional and active MOAs
 - Have 100% accurate and updated searchable archiving of all agreements on OIA web page
- **Milestones**
 - AU 2010 fully searchable data base including renewal reminders
 - SP 2011 integration of MOA data base into institutional query system
- **Resources**
 - Continuing 1 FTE for MOA/SEA/IECA steering, plus guidance from AP and support from office associate
 - Add 0.5 - 1 FTE as needed from new funding source (not determined) as demand and volume increases by FY 2012

Description of support outside primary objective

- n/a

4. Research Prominence

4.2. Foster external research partnerships

4.2.1. Enable the negotiation and signing of appropriate international contracts institution-wide

- 4.2.1.2. Restructure student exchange programs to become a valued and broadly accessible strategy for student internationalization through unique educational opportunities for all partners

Primary University strategy cross-reference: 2.3., 3.1., 3.2., 5.2.

Secondary University cross reference:

Strategy Description

- Redesign oversight of all exchange agreements (SEAs) institution-wide to form an accounting pool with a separated budget and restrict active SEAs to academically motivated value-added propositions between parallel programs at international partner institutions. Participating programs will directly contribute to oversight of programs

Metrics, Milestones and Resources

- **Metrics**

Zero balance budget for SEA pool at 100% utilization of active exchanges

- **Milestones**

Framework, including a business model setting the exchange budget free from general Education Abroad funding, to be defined and implemented by SP 2011, to achieve metrics goal by beginning of FY 2013

- **Resources**

- No new budget resources needed if business model variance can be obtained
- Staff time in OIA will be consolidated to achieve result

Description of support outside primary objective

- n/a

4. Research Prominence

4.2. *Foster external research partnerships*

4.2.2. (P&P-CSI Goal) Create university-wide interdisciplinary research programs that focus on the major International Issues

- 4.2.2.1. Provide seed grants for faculty and students to engage in significant international research and partnership activities

Primary University strategy cross-reference: 5.1., 3.1.

Secondary University cross reference:

Strategy Description

- Redesign the existing OIA faculty and student grant competition as a seed grant program supporting new international partnerships with the potential for external collaborative funding and/or for strengthened institutional ties

Metrics, Milestones and Resources

- **Metrics**

Support 5 successful new programs per grant year with reportable results

- **Milestones**

Start newly designed programs in FY 2011 competition with first metrics check by end of FY 2012

- **Resources**

- Reallocation of current OIA Grant funds (\$65,000)
- Searching for matching funds from other units (Office of Research, colleges)

Description of support outside primary objective

- n/a

5. Outreach and Engagement

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5.1. *Align outreach priorities with academic areas of excellence*

5.2. *Expand the university's global/international outreach and service*

5.2.1. **(P&P-CSI Goal) Create strategic "Gateways" in select regions of the world for institutional engagement responding to local conditions, wishes and needs**

- 5.2.1.1. Establish Ohio State Greater China Gateway as WFOE for full-range business and PR services to benefit education abroad, international student recruitment, international partner institution contacts, alumni/donor/friend relations, and contracted training programs

Primary University strategy cross-reference: (cross-cutting with all goals 1-4)

Secondary University cross reference:

Strategy Description

- The Gateways will be multi-faceted centers established in regions across the globe that will enhance the university's teaching, research and engagement mission for the benefit of its stakeholders, from faculty and students to alumni, friends, business circles and diverse communities world-wide. The China Gateway initiative serves as a pilot project exploring the advantages and challenges of the concept. China is a pre-eminent region for close educational, alumni, and business relations for Ohio State that warrants the challenges its full execution as a licensed business entity may present. The solutions elaborated in this first Gateway project are expected to be robust and more easily adaptable to other locations.
- The motivation for a business-like Gateway office is academic (providing research and logistic support to our faculty and students, as well as educational services in conjunction with Chinese institutions), economic (interfacing with state of Ohio business interests, as well as offering the opportunity to earn revenues in support of the operation of the Gateway), and brand-conscious (connecting with Ohio State's many alumni and friends in China). Only a fully licensed WFOE structure can deliver these advantages.
- The novel idea of placing Ohio State in China without building a campus, but with full capacity to engage with multiple Chinese partners in higher education, business, and interested communities requires vision, creativity, time and persistence, as well as considerable start-up funding before the business plan can produce the expected benefits.
- The business plan, currently under development, emphasizes the revenue-creating potential of executive education and corporate training activities made possible by the fully deployed Gateway facility. The aim is to come as close to budget neutrality as possible under local market and regulatory conditions.

Metrics, Milestones and Resources

- **Metrics**

5. Outreach and Engagement

33

Achieve zero balance WFOE operation within 3-5 years of start of operations (2014 to 2016)

- **Milestones**

- Shanghai FRO opened in February 2010
- Develop realistic business plan for WFOE operation by July 2010 (provost approval)
- Upgrade Shanghai facility to full-fledged WFOE by early 2011 to begin revenue-generating activities and to support Ohio State faculty and student needs for successful China activities
- Move business to sustainable delivery of revenue-generating programs by FY 2013

- **Resources**

- Provost's discretionary budget
 - Alumni/Donor/Friend contributions
 - Revenues from executive education and corporate training programs
 - Business investments
- Overall, the investment of OSU funds will diminish over time towards zero in a favorable setting.

Description of support outside primary objective

n/a

5. Outreach and Engagement

34

5.2. *Expand the university's global/international outreach and service*

5.2.1. (P&P-CSI Goal) Create strategic "Gateways" in select regions of the world for institutional engagement responding to local conditions, wishes and needs

5.2.1.2. Open India and Brazil exploratory (FRO) offices (in 2011 and 2013 respectively)

Primary University strategy cross-reference: (cross-cutting with all goals 1-4)

Secondary University cross reference:

Strategy Description

- Follow model developed for China Gateway office, adapting it to local conditions of India and Brazil (legal, accounting, HR, tax requirements). Start out with a limited presence for exploration of local market conditions and needs (regarding executive education and corporate training), but keeping the academic and alumni relations dimensions intact.

Metrics, Milestones and Resources

- **Metrics**

Achieving the milestones in time and finding appropriate budget

- **Milestones**

- Open India start-up office in early 2011
- Open Brazil start-up office in 2013

- **Resources**

- Request for \$250,000 in general funds cash for FY 2011 India Gateway development has been submitted in FY11 budget request
- Further funding from general funds and/or provost's discretionary funds depending on budget development as project progresses

Description of support outside primary objective

- n/a

5. Outreach and Engagement

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5.3. *Align Outreach and Engagement Activities with non-academic needs (e.g. campus partners)*

5.3.1. **(P&P-CSI Goal) Markedly increase the number of college/faculty collaborations with internationally active businesses in Ohio**

- 5.3.1.1. Share regional expertise (from Gateways, ASCs, OIA knowhow) with Ohio Roadmap Project, NGOs and businesses (CCWA, CIP, IVC, ODOT, Sister Cities) through shared international information portal for Columbus and Central Ohio

Primary University strategy cross-reference: 4.1., 5.1.

Secondary University cross reference:

Strategy Description

- As an extension of the *Ohio State Portal to the World* (1.2.2.1.), collaborate with Ohio Road Map project and local NGOs and civic groups in making Ohio State resources and expertise on international issues available: local language capacity, protocol questions, resource networks for hosting, practical knowledge about regions of the world, shared delegation hosting, etc. Initial conversations with CCWA and CIP have already taken place.

Metrics, Milestones and Resources

- **Metrics**

Set up a shared web site by end of 2011

- **Milestones**

- Establish working consortium by December 2010
- Design, cost, execute web site by December 2011, including connecting appropriate portions of *Ohio State Portal to the World* to shared site

- **Resources**

- Staff time and leadership help from OIA to explore idea and establish cooperative working group
- Business contributions for development of web portal and display of work stations

Description of support outside primary objective

- n/a

5. Outreach and Engagement

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5.3. *Align Outreach and Engagement Activities with non-academic needs (e.g. campus partners)*

5.3.1. **(P&P-CSI Goal) Markedly increase the number of college/faculty collaborations with internationally active businesses in Ohio**

- 5.3.1.2. Establish a portfolio of executive education and corporate training programs to be offered internationally (primarily through Gateways) in close collaboration with the Office of Executive Education in the Fisher College of Business.

Primary University strategy cross-reference: 5.2., 5.1., 4.2.

Secondary University cross reference:

Strategy Description

- Revenue generation at the Gateway locations will depend on a locally attractive portfolio of executive education and corporate training “off-the-shelf” programs that can be delivered on demand and without need for (re)design. Teaming up with the Office of Executive Education in the Fisher College of Business, the Gateway leadership will work with Ohio State academic units ready to deliver well-defined programs in overseas locations. The business plan requires appropriate incentives for all stakeholders: program provider (academic unit), instructors (faculty), FCOB ExecEd as the broker, and the Gateway office (as the location and international facilitator).

Metrics, Milestones and Resources

• **Metrics**

Generate enough revenue for the Gateway office to offset significant portions of the Gateway cost (50%?) by 2015.

• **Milestones**

- SU 2010 initial portfolio of existing training modules for China delivery
- January to June 2011, first programs ready to be marketed and delivered through China Gateway (by then a WFOE enabled to do business in China)

• **Resources**

- Seed funding from Provost’s discretionary funds to elevate FRO to WFOE
- Where possible, contributions and special deals from interested businesses, donors, alumni

Description of support outside primary objective

- n/a