

2012-2017

# OFFICE OF INTERNATIONAL AFFAIRS STRATEGIC PLAN



THE OHIO STATE UNIVERSITY

## Letter from the Vice Provost

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 areas 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 deep collaboration, shared visions and responsibilities with other academic and service units to provide leadership and innovation to facilitate international opportunities for our students and faculty, and to make international educational resources accessible for the campus, our international guests, and the communities beyond the university. We also stimulate activities that celebrate diverse cultures, foster the exchange of ideas, serve as the central information hub for international activities, and support the growing international dimension of Ohio State and State of Ohio based businesses.

OIA will facilitate and collaborate with academic units to embed international issues in the curriculum through faculty workshops and expert inputs on how to internationalize the curriculum as needed. Also, OIA will provide innovative thinking along the lines of Global Option and Dual Degree programs for internationalizing students' learning experiences.

With the undergraduate international fee surcharge, OIA will utilize the opportunity to collaborate with Student Life, Enrollment Management and other units across campus to increase and enhance services for international students and expand the availability of and access to education abroad for all students. The fee equally offers our office of international students and scholars services an opportunity to focus on a first-rate delivery of Homeland Security related services for helping programs attract more international students and scholars.

Equally, OIA is working with the Graduate School, the Office of Academic Programs, Office of Undergraduate Studies, College of Arts and Sciences, as well as other units to provide basic guidelines to the university community for purposes of pursuing dual degree programs, education abroad credit allocation as well as working with Business and Finance, Senate Fiscal and Office of Research for purposes of streamlining the establishment of international cooperative agreements, giving purpose and fiscal sustainability to student exchange programs, and providing seed funds for new international activities.

Ohio State's transition from excellence to global eminence is enhanced by the activities of the Global Gateway facilities in China and India, to be followed by locally adapted ventures in Brazil and other areas of the globe to provide academic support services and collaboration with foreign partners to enhance

Ohio State's global presence and resources for its students, faculty and Ohio businesses. These centers will combine with the Columbus-based delivery of global and regional expertise through multiple outreach contacts.

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 is based on the basic assumption that internationalization at The Ohio State University requires collaboration and coordination of the multifaceted dimensions of academic and services functions of the university. Consequently, OIA will facilitate efficient and effective collaboration between departments, units and programs across campus that focus on implementing Ohio State's strategic internationalization goals of The Ohio State University. Achieving the ambitious metrics for the strategies OIA has adopted in this strategic period will contribute to elevating Ohio State to global eminence in knowledge creation and production to help solve common global problems that affect the people of Ohio and the U.S. as much as people around the world.

Sincerely,

A handwritten signature in cursive script that reads "William I. Brustein".

William I. Brustein  
Vice Provost for Global Strategies and International Affairs  
Professor of History, Political Science and Sociology

## Office of International Affairs Overview and Organizational Chart

The Office of International Affairs (OIA) consists of three units and six centers that contribute to the internationalization of Ohio State and broaden the global experiences of students, faculty and staff. The Office of International Affairs oversees the Global Gateways, Study Abroad, International Students and Scholars, the Mershon Center for International Security Studies, and five Area Studies Centers. We sponsor and administer grants and scholarships for faculty, graduate and undergraduate student research, study abroad and independent study. We facilitate and manage agreements with international academic institutions, host international delegations, and initiate and coordinate international education outreach activities and special events.

As Ohio State enhances its mission for high distinction in teaching, research and engagement, the Office of International Affairs provides leadership and innovation to facilitate international opportunities, and makes educational resources accessible for the campus, our international guests, and the community beyond. We also stimulate activities that celebrate diverse cultures, foster the exchange of ideas, serve as the central information hub for international activities, and support the growing international dimension of Ohio State.

### 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.

### Mission

- 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
- Provides information and access to Ohio State's academic expertise for the benefit of communities all over the world

### Values

- Excellence and quality service to all units, students and faculty
- Serving the needs for international knowledge across Ohio State
- Facilitating Ohio State's engagement with partners worldwide
- Efficiency and effectiveness

## Internationalization at Ohio State

The Ohio State University is committed to becoming a preeminent global university – one which prepares its students and faculty to actively participate in knowledge-based collaborations around the world. As the world becomes increasingly interconnected, universities across the nation are embracing the value of integrating international dimensions across their campuses and exploring opportunities around the world. As Ohio State strives to enhance its teaching, research and engagement mission, it is committed to preparing its students to succeed in a global marketplace and to be nationally and globally informed and engaged citizens.

The President's and Provost's Council on Strategic Internationalization assessed the university's globalization progress in 2009 and concluded that, in order to fully internationalize the campus and its community, Ohio State needed to:

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

With approval and support from the Council of Deans and the Ohio State Board of Trustees, Ohio State is working toward achieving comprehensive internationalization. Ohio State's two-pronged approach serves the university both internally and externally: 1) the Global Gateway strategy, which establishes representative offices in strategic locations around the world that map well with Ohio State's teaching, research and engagement mission; and 2) Internationalization of the academic dimensions, which focus on research enhancement and curriculum content, study abroad, international partnerships, dual degrees and a global option certificate to facilitate international experiences for students in any discipline.

The Office of International Affairs supports the five academic areas of campus internationalization by attracting, recruiting and supporting international faculty and students; promoting research collaboration, on campus and around the world on major global issues such as health and wellness, food production and security, and energy and environment; facilitating the creation of international dual degree programs with international partner institutions; connecting Ohio's international business ventures with global corporations; and increasing the international experience for all members of the campus-based Ohio State community through study, research and collaboration abroad as well as expanding global knowledge in area studies and international security.

The goals outlined in the report of the President's and Provost's Council on Strategic Internationalization has raised internationalization at Ohio State to a higher level, bringing new breadth and depth to the university's commitment to global eminence.

## Core Units, Centers and Services

### Global Gateways

As Ohio State builds a foundation that integrates international dimensions within every facet of the institution, the university is pursuing opening offices - Global Gateways - in key parts of the world. The locations for the Gateways will capitalize on the strengths of Ohio State's connections across the globe through study abroad programs, international students, faculty teaching and research, university partnerships, alumni and Ohio businesses.

In February 2010, Ohio State opened a Gateway office in the downtown business district of Shanghai, China, and in March 2012 opened a Gateway office in Mumbai, India. In 2014, Ohio State will open a Gateway in São Paulo, Brazil. In each location the Gateways are multi-faceted centers that allow the university to:

- Build upon faculty research/teaching and international partnerships
- Scout opportunities for study abroad locations
- Recruit international students
- Establish executive training programs
- Network with alumni and reconnect them to the university
- Partner with Ohio-based businesses

### Study Abroad

The Office of International Affairs administers Ohio State study abroad programs and provides a wide variety of support services to those students studying abroad independently, conducting field research, participating in a service learning programs or internships. Students at Ohio State participate in over 100 study abroad programs in more than 40 different countries and on all five continents. These programs give students an opportunity to become involved in cross-cultural interaction and enjoy a rewarding educational experience in many different fields. A variety of options are available to support and augment students' progress in their curriculum. There are short-term study programs in conjunction with an academic course to longer experiences such as 10 week to year-long stays in an international environment.

The Office of International Affairs provides support for campus internationalization initiatives and the development of study abroad opportunities. Study abroad staff members provide guidance and expert consultation for developing international programs, university-wide study abroad advising, management and business services for study abroad programming, and risk management oversight.

### International Students and Scholars

When international students and scholars first arrive at Ohio State, the Office of International Affairs is one of their initial points of contact. We provide them with a warm welcome to the campus community and support their transition to help them comfortably adjust to their new life on campus and in Columbus as well as help to ensure they maintain current immigration status.

Students meet one-on-one with immigration coordinators to learn more about immigration regulations, cultural differences and financial matters. Through [oia.osu.edu](http://oia.osu.edu), students and scholars can find information about the types of visas needed for their stay in the United States, links to academic programs, how to pay their tuition, housing options, an overview of the campus and life in Columbus, and much more. Immigration coordinators facilitate orientation sessions and global engagement coordinators plan and administer social, cultural and educational programming.

Immigration coordinators also support academic departments and other units to provide information and training on immigration regulations that impact the university's ability to attract and retain international students and scholars. The Office of International Affairs also works collaboratively with the Office of Legal Affairs to ensure the smooth transition of tenure track staff from nonimmigrant to immigrant status.

All of these services help ensure that international students, scholars and their families have the greatest opportunity to achieve their academic, personal and professional goals during their time at Ohio State.

## Mershon Center for International Security Studies

The mission of the Mershon Center for International Security Studies is to advance the understanding of national security in a global context. The Mershon Center is the fulfillment of a bequest by Col. Ralph D. Mershon to Ohio State for the civilian study of matters pertaining to national security. It is also supported by community gifts and grant money. The center focuses on three core dimensions of national security:

- Use of force and diplomacy
- Ideas, identities, and decisional processes that affect security
- Institutions that manage violent conflict

Mershon Center accomplishes its mission through:

- Hiring world-class faculty members in collaboration with their home departments
- Contributing to the university's distinctive presence by funding interdisciplinary faculty and student research
- Enhancing the student experience by hosting an array of speakers, conferences, and workshops on national security issues

*Affiliated faculty and visiting scholars: 77*

## Area Studies Centers

The Area Studies Centers advance knowledge and awareness of international cultures and world regions. The centers work with departments to identify programmatic needs, sponsor a wide range of academic activities, including lectures, symposia, conferences and library resources, as well as conduct outreach to other postsecondary institutions, the K-16 sector, community, businesses and the general public. Ohio State has five Area Studies Centers, four with full Title VI National Resource Center and Foreign Language Area Studies funding\*:

- Center for African Studies – *Affiliated faculty and visiting scholars: 70*
- Center for Latin American Studies\* – *Affiliated faculty and visiting scholars: 102*

- Center for Slavic and East European Studies\* – *Affiliated faculty and visiting scholars: 91*
  - Polish Studies Initiative
  - Slovene Studies Initiative
- East Asian Studies Center\* – *Affiliated faculty and visiting scholars: 10*
  - Institute for Chinese Studies – *Affiliated faculty and visiting scholars: 24*
  - Institute for Japanese Studies – *Affiliated faculty and visiting scholars: 19*
  - Institute for Korean Studies – *Affiliated faculty and visiting scholars: 6*
- Middle East Studies Center\* – *Affiliated faculty and visiting scholars: 60*

## Alignment with Ohio State's Core Goals

The Office of International Affairs is uniquely positioned to contribute to the university's four core goals:

**Teaching and Learning:** The Office of International Affairs understands that one of the chief goals of higher education is to graduate globally competent students and engage faculty in innovative teaching and research projects. It is with these goals in mind that the Office of International Affairs serves to facilitate projects and provide enhanced services so that students and faculty advance their critical thinking skills in global settings as well as on the Ohio State campus.

**Research and Innovation:** Through our programs, services, scholarships/grants and collaborations across academic and service units, the Office of International Affairs facilitates the creation of distinctive and internationally recognized basic and applied research that advance knowledge toward the solution of the worlds' most pressing problems.

**Outreach and Engagement:** In cultivating international partnerships and educational opportunities, the Office of International Affairs is an active participant in the international research, collaboration and cooperation necessary to address the challenges faced by the world today. We also invest in Ohio's future by collaborating with the educational P-16 community, community organizations, heritage communities and with national and international businesses within the state of Ohio and around the world.

**Resources Stewardship:** The Office of International Affairs effectively manages our limited resources in order to adhere to the university's value of becoming "a model for an affordable public university recognized for financial sustainability, unsurpassed management of human and physical resources, and operational efficiency and effectiveness." The Office of International Affairs' greatest resource is its personnel whose knowledge, experience and international perspectives enable us to effectively manage our core purpose in facilitating the implementation of the goals presented by the President's and Provost's Council on Strategic Internationalization.

## Strategic Scan

The Office of International Affairs has identified a number of external and internal challenges that affect Ohio State's progress toward meeting the goal of becoming a preeminent global university. While some of these challenges are not within our control, they serve as an opportunity to seek and identify solutions that will continue to move us forward in positive and effective ways.



## External Environment

### Dwindling Federal Budgets

Decreasing federal budget support for Title VI Centers has had a debilitating effect on the educational programming provided by Ohio State's four funded Area Studies Centers. Title VI of the Higher Education Act of 1958 is a program that had a budget of about \$110 million in 2010 (down to \$68 million by 2011), administered by the Department of Education's Office of Postsecondary Education. Title VI funnels funding for foreign language and area studies through universities, via programs such as National Resource Centers (NRCs) and Foreign Language and Area Studies (FLAS) fellowships.

NRCs were dealt a debilitating blow when they were abruptly ordered to slash 47 percent from their budget for 2012. Similarly, the Fulbright-Hays Doctoral Dissertation Research Abroad budget was cut to zero in 2011 but restored for 2012 at much reduced funding, from \$6.4 million in 2010 to \$3.2 million in 2012.

### Cost of Education Abroad

The most significant challenges to increasing study abroad continues to focus on rising costs and lack of funding. Insufficient financial aid, scholarship sources and the weakening value of the U.S. dollar all play a role in students' ability to afford studying abroad. Although the number of students studying abroad has more than tripled over the past two decades nationally, fewer than 10 percent of all U.S. college students study abroad at some point during their undergraduate years.

### Immigration Regulations

Federal regulations continue to hinder the mobility of international students and scholars interested in furthering their studies and research opportunities in the United States. In 2013 the U.S. Senate passed S. 744, a bill that promotes immigration reform. The bill contains several provisions that are important not just for the country at large, but particularly for students and for higher education. The bill updates the immigration system to reflect the modern age of global mobility in higher education. It makes it easier for students from abroad to come to U.S. and easier for universities to compete for them. The H-1B provisions in the bill permit the U.S. higher education community to bring many of the best minds from across the world to our campuses to teach our students and conduct critical research. These measures, along with others, will help foster the academic and scholarly mobility that helps keep today's colleges and universities competitive.

### Public/Business Demand and Support for International Knowledge

There is strong support in preparing students by giving them the skills necessary to help them successfully navigate the global world in which we live. A recent survey conducted by NAFSA, the world's largest nonprofit association dedicated to international education and exchange, found that a broad cross-section of Americans believe that participation in study abroad, immersion in other cultures and learning another language, are essential components of the complete higher education experience. Furthermore, the findings indicate that respondents believe that colleges and universities must do a better job in providing international education opportunities to today's students.

## Internal Environment

### Integration of International Students

The international student population has steadily grown over the last five years from 3,648 students to 6,478, and ranks 15th in the nation. However, increasing the number of personnel associated with services for international students have not kept pace with increases in the number of new international

students. Thus, the increased presence of international students on our campus has put pressure on the abilities of student life, student services and the Office of International Affairs' abilities to adequately maintain above average services for international students. An innovative revenue-generating strategy has resulted in our potential ability to invest in our international students' success.

In FY2012/13, Ohio State implemented a \$500 per semester surcharge for new undergraduate international students. Over time, all undergraduate international students will be paying the surcharge. The surcharge is consistent with fees charged to international students at many of our peer institutions such as Purdue and Illinois. The primary purpose for the surcharge at Ohio State is recognition of the need for additional services required by international students. These services include, but are not limited to, pre- and post-arrival support services, academic advising and cultural orientation beyond the federally mandated orientation currently provided, as well as outreach and engagement activities to create a strong, diverse, and internationally engaged community of faculty, staff and students consistent with Ohio State's internationalization goals. While the surcharge was implemented by the Office of Business and Finance with the approval of the Provost and Board of Trustees, the Office of International Affairs is charged with stewardship responsibility for investing the funds in high impact programs and activities.

Currently, we are investing in programs and activities that will increase the ability of our students to succeed while attending Ohio State and in their post-graduation activities. The goal of all programs and services is to enhance and expand the capacity of Ohio State to provide relevant and timely services to international students and to create opportunities for students and faculty to enhance their capacities for collaborating with their global peers.

#### **Study Abroad Funding Model**

Significant changes to the study abroad funding model will be implemented beginning summer semester 2014. These changes are the result of a year-long review of the current study abroad model by the University Senate Fiscal Committee.

The study abroad unit will continue to be responsible for the majority of its current services, but under the new model colleges will be responsible for translating existing study abroad courses into department specific courses through the traditional curricular channels and posting grades. The change in course registration will cause revenues generated by study abroad credit hours to flow to the colleges in alignment with the university budget model.

The current \$1,000 subsidy provided by the Office of International Affairs to offset study abroad program costs will be eliminated and program prices will increase by \$1,000, accordingly. Colleges may choose to subsidize programs and/or students based on curricular goals.

Given the high cost of studying abroad, the Office of International Affairs will work with university units to make every effort to sustain and improve on the current support services to ensure that valuable international experiences are accessible to all students.

#### **Access to International Data**

The ability to have one database housing all of Ohio State's international activities would allow the Office of International Affairs to work effectively with all colleges and units within the university to facilitate internationalization and enhance best practices. A coordinated and easily accessible system would alleviate information gaps and would provide the university community the information it needs with respect to a wide variety of activities that relate to incoming and outgoing students, research collaborations, international agreements, and more. Centrally coordinating these and other relevant international services within the Office of International Affairs would facilitate efficient and effective implementation of the goals of internationalization for Ohio State.

### **Increasing Demand for Accountability**

As Ohio State continues to make progress in internationalizing its campus, we need to develop ways to critically assess the outcomes of our programs and curricular activities. In order to achieve our quest to become a truly global university, it is important to measure the success of our international activities and the knowledge acquired by our students to ensure our strategies are fulfilling Ohio State's international goals.

### **Global Option**

The Global Option is a curriculum enhancement program through which Ohio State students may acquire documented international expertise integrated into participating majors without adding time to graduation. The Global Option is a key component of Ohio State's strategy for institutional internationalization as presented in the President's and Provost's Council on Strategic Internationalization. The Global Option was approved by the Council on Academic Affairs in 2012.

The Global Option focuses on six programmatic areas that include: (1) Study Abroad: introductory study abroad (e.g. Global May/Summer) and/or a discipline-specific study abroad program; (2) Two on-campus courses with strong international focus, preferably within the major; (3) Advanced proficiency in one language other than English or native language at Level 2 according to the Proficiency Guidelines created by the American Council on the Teaching of Foreign Languages (ACTFL). For foreign language majors, students must attain ACTFL Level 3; (4) One capstone project (research, internship, service learning) in discipline on an international theme; (5) Evaluation of global competencies on a standardized assessment; and (6) Comprehensive e-portfolio of international activities.

### **Ohio State Global Complex**

As the land grant university to the world, Ohio State should consider expanding its physical infrastructure to incorporate a facility – The Ohio State University Global Complex – that would enhance the collaborative connections between globally focused students, faculty and staff on the Ohio State campus and the surrounding Columbus community. Like the university's Global Gateways in Shanghai, China and Mumbai, India, having a physical space on the Ohio State campus dedicated to international collaborations would elevate the university's already strong reputation, facilitate partnerships and provide access to global knowledge to a wide variety of stakeholders.

The Global Complex would support academics, outreach and engagement, alumni relations and corporate partnerships in an effort to stimulate and facilitate discourse and activities involving Ohio State's discovery themes as well as major global issues. The facility would be large in scope and vision providing space for the Office of International Affairs, housing for globally minded students and visiting scholars, classrooms and lecture halls, an international training and business center, collaborative space for students, scholars and visiting international delegations as well as offices for internationally-focused organizations such as the Columbus Council on World Affairs, Sisters Cities International and Columbus 2020.

## **Strategic Goals**

### **Strategic Goal 1: Advance international experience and global knowledge of Ohio State students**

Ohio State's commitment to internationalize student learning experience entails educating students to become global citizens who possess the knowledge, awareness and skills to function effectively in diverse global settings, one who is familiar with the world he or she lives in and is capable of connecting his or her study to the real world.

The Office of International Affairs facilitates the advancement of international experiences and the global knowledge of students through study abroad and integration of international students on campus.

### **Study abroad**

- Provide support for steady growth of programs and participation in study abroad. With recent changes in study abroad funding model and registration process, the Office of International Affairs will work with colleges and faculty to sustain and expand existing programs.
- Facilitate curricular integration of study abroad. The Office of International Affairs will work with colleges and departments to integrate study abroad into the curriculum and degree requirements, allowing students to build study abroad into their degree timeline. Furthermore, the Office of International Affairs will develop initiatives to encourage other colleges to use the Global Option developed by the College of Engineering and the College of Social Work as a model for their programs and to identify a point of contact within their colleges to work with study abroad coordinators at the Office of International Affairs to facilitate opportunities.
- Advocate for creating affordable and accessible study abroad programs. The Office of International Affairs will develop initiatives to sustain and expand the existing subsidy and other types of both need-based and merit-based financial support for students to study or research abroad.
- Promote efficiency and flexibility for programming and implementation. The Office of International Affairs will examine internal procedures and processes as well as the external environment for developing and executing study abroad programs in new and changing circumstances. Increased efficiency will allow program coordinators to manage a greater volume of programs.

### **Integration of international students**

- Promote international student engagement. Develop and promote programs to support international students to fully integrate into the Ohio State community. Special programs (such as pre-departure orientation) will be expanded to assist international students with their transition to life in the United States and at Ohio State. Additional programs will be initiated to enhance academic and co-curricular experiences of international students.
- Facilitate interactions between international and domestic students. This involves creating intentional programs to facilitate cross-cultural communication between international students and domestic students. The Office of International Affairs will develop initiatives to collaborate with other colleges, departments and units to actively engage international students in campus programming.
- Enhance campus climate and intercultural sensitivity of faculty, administrators and staff in order to create a welcoming and conducive environment for international students to succeed at Ohio State.

**Strategic Goal 2: Promote international components in the curriculum**

- Continue to support foreign language instruction and area studies courses.
- Initiate a new diploma designation, Global Option. The Global Option is a curriculum enhancement program through which Ohio State students may acquire a documented international expertise integrated into participating majors without adding time to graduation.
- Engage with colleges and departments to review their curriculum in order to increase international components. Provide support for faculty to create courses with international content.

**Strategic Goal 3: Promote international research and teaching opportunities**

The Office of International Affairs facilitates the creation of distinctive and internationally recognized research and scholarship that advances knowledge toward the solution of the world's most pressing problems. This goal may be achieved through these initiatives:

- Promote scholarship on global issues and university Discovery Themes. The Mershon Center for International Security Studies will lead a multi-year, campus wide, interdisciplinary initiative on "Climate, Security, Health and Resilience."
- Strengthen Ohio State's ability to recruit and retain international scholars. This includes navigating an increasingly challenging regulatory environment and developing creative and flexible practices to facilitate recruitment and retention of international talent at Ohio State. The Office of International Affairs will also facilitate housing arrangements for visiting international scholars and develop programs to help them adjust to life at Ohio State.
- Increase faculty and student awareness of and applications for Fulbright, Fulbright-Hays, Foreign Language and Area Studies fellowships (FLAS), the Office of International Affairs grants and scholarships as well as other prestigious international grant competitions.
- Expand grant opportunities for international research and teaching.

**Strategic Goal 4: Expand Ohio State's global engagement**

- Facilitate the expansion and support of Global Gateways. The Global Gateways provide Ohio State with a physical presence in key locations of the world that map well with Ohio State's current global engagement. Ohio State has offices – often referred to as mini embassies – in Shanghai, China and Mumbai, India. Ohio State will open another Gateway in São Paulo, Brazil in 2014 and continues to seek opportunities in Turkey, Sub-Saharan Africa and Europe.
- Continue building upon international partnerships. The Office of International Affairs will continue to facilitate partnerships with institutions around the world in support of teaching, research and student engagement.

**Strategic Goal 5: Increase efficiency and effectiveness**

To achieve better resource alignment and utilization of shared services, the Office of International Affairs will invest aggressively over the next five years in creating a culture of collaboration that values diversity in people and ideas while promoting shared vision and responsibility across the key stewardship

dimensions of leader and workforce development, maintaining and improving the physical environment, developing a secure and effective information technology infrastructure and fiscal resource sharing and fund raising.

- Engage the Office of International Affairs employees in a strategic internal planning and goal-setting process with the help of an outside facilitator to refine strategy, align structures and processes, create better governance, build leadership capacity, and enhance culture so that the people and the work of the organization flourish.
- Partner with the Glenn School of Public Affairs to provide management training to supervisors and managers, improving management capacity and effectiveness.
- Foster information sharing and service delivery through the use of technology. Effective use of information technology is necessary in expanding and improving services to students, scholars, alumni, and partners around the world in a responsive and time sensitive manner. Over the next five years the Office of International Affairs plans to invest significantly in centralizing and standardizing its information technology platforms and services. This includes:
  - Engaging the services of the OCIO chief data officer to assess the current state of business intelligence in the Office of International Affairs.
  - Creating secure and effective information sharing and service delivery platforms within the Office of International Affairs for international agreements, student exchanges and study abroad, academic programs, donor relations and international student and scholar services to improve the integrity and quality of information and accessibility to internal and external clients and stakeholders.
  - Work with OCIO to build appropriate data links and connections with other university units and databases to ensure robust and university-wide sharing of information.

## OIA Scorecard

		AY 2012-13	AY 2013-14	AY 2014-15	AY 2015-16	AY 2016-17	Target
<b>Teaching and Learning</b>	<b>Strategic goal 1: Advance international experiences and global knowledge of students</b>						
# of students participating in education abroad		2,554	2,863				
# of colleges with education abroad programs		12	12				
# of education abroad scholarships awarded		43	71				
# of students participating in global engagement programs		-	2,402				
% of international students reporting positive transition experience <sup>1</sup>		-	79%				
% of international students reporting positive campus climate <sup>2</sup>		62%	-				
% of education abroad students showing gains in global learning outcomes ***		-	68%				
% of education abroad students showing gains in global engagement outcomes <sup>3</sup>		-	86%				
<b>Teaching and Learning</b>	<b>Strategic goal 2: Promote international components in curriculum</b>						
# of degrees and certificates in LCTLs, area studies, or international studies		66	66				
# of courses supported by area studies centers		776	794				
# of students receiving FLAS fellowships		80	91				
# of colleges considering or adopting Global Option <sup>4</sup>		2	4				
<b>Research and Innovation</b>	<b>Strategic goal 3: Promote international research and teaching opportunities</b>						
# of faculty publications supported by Mershon		382	389				
% of H visas approved for international scholars		100%	99.6%				100%
# of Fulbright and Fulbright-Hays scholars		6	17				
# of academic activities with international content		252	231				
Grants awarded for international teaching and research (in \$1,000s)		\$654	\$676				
External grants administered at OIA (in \$1,000s)		\$5,464	\$7,633				

<b>Outreach and Engagement</b>		<b>Strategic goal 4: Expand Ohio State's global engagement</b>				
# of internships in gateway regions	85	75				
# of faculty and staff supported initiatives in gateway regions	82	174				
# of alumni interactions in gateway regions	500	680				
# of outreach activities with local, heritage community	46	48				
# of international agreements	249	249				
<b>Resource Stewardship</b>		<b>Strategic goal 5: Increase organizational efficiency and effectiveness</b>				
% of staff engaging in planning and training to promote collaboration	-	84%				99%
% of OIA units delivering services through unified technology platform	-	42%				99%

<sup>1</sup> Based on results from annual OIA orientation surveys

<sup>2</sup> Based on results from MSL survey. The Multi-Institutional Study of Leadership (MSL) is a national survey that measures student leadership development and its relationship to college experiences. Data available from 2012 survey.

<sup>3</sup> Based on results from Study Abroad Surveys. Students complete the surveys after returning from study abroad.

<sup>4</sup> Approximately 57-59 students currently participate in Global Option at colleges of social work and engineering.