Proposed International Goals
For
The Ohio State University

Developed By

The President's and Provost's Council on Strategic Internationalization

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Universities, like other national economic and cultural entities,
must be global in orientation, reach, and reputation
if they are to prosper and attain and retain world-class status.
They must be able to respond to today's smaller,
more integrated, and highly competitive world
in ways that prepare their students to function in a global marketplace
and to be nationally and globally informed and engaged citizens.

Adapted from "On Becoming a Global University"
Report of the International Programs Task Force, June 2007

Introduction

The following outline is the distillation by the *President and Provost's Council on Strategic Internationalization* of its literature reviews, presentations by internal, local, and national experts, and its discussions. Invited experts on internationalization in higher education included Peter May, J.D., Vice President, General Counsel, and Corporate Secretary of World Learning /School for International Training; Dr. Steven McLaughlin, Vice Provost for International Initiatives at Georgia Tech; and Meredith McQuaid, J.D., Associate Vice President and Dean for International Programs for the University of Minnesota system. In addition, William Brustein, OSU Vice Provost for Global Strategies and International Affairs-designate (July 1, 2009), has reviewed this report and provided valuable input. Aspects of this document also were informed by the International Programs Task Force Report (available at http://oaa.osu.edu/documents/IPTaskForceReportJune19_000.pdf).

This document presents general goals, strategies, and tactics. We acknowledge that this overarching vision may not apply equally to the many diverse units at The Ohio State University. Nonetheless, we hope that it will provide a framework for Vice Provost Brustein's pursuit of the strategies that will enhance our institution's international stature.

Clearly, the support of the president and provost and other university leaders will be essential to the success of that pursuit. Faculty, staff, students, and other university constituents and stakeholders will also play an important role in achieving this success. It is particularly important that OSU make every effort to involve its international alumni in internationalizing the university, for their country-specific expertise and networks will be invaluable in achieving the proposed goals.

As the international strategies agenda is the responsibility of a vice provost in the Office of Academic Affairs, it is anticipated that the Office of Academic Affairs, with support from the Office of the President and other university leadership, will appropriately sponsor the strategies endorsed by this institution.

I. Goals for an International Ohio State University

- Increase OSU's role in solving the major international issues of our time
- Educate students to be internationally competent in their discipline
- Advance our land-grant mission by assisting the State of Ohio in developing its international economy
- Position Ohio State to be the land-grant university to the world by its leadership in expanding the international reach of its teaching, research, and service

II. Indicators of OSU's Future Success in Internationalization

- International activity will be a documented and valued component of every faculty member's progress toward promotion and tenure, for international activities are integral to enhancing the quality of faculty teaching and research.
- The research, teaching, and engaged outreach—by individuals, programs, or units—will have a recognized impact on international issues and will be held in high regard nationally and internationally.
- Ohio State will be recognized by appropriate governing and ranking bodies for its international distinction and its institutional commitment to international engagement.

III. Core Actions Necessary for Ohio State's Successful Internationalization

The following core actions are essential to Ohio State's becoming an internationally recognized international university:

- A commitment to internationalization is acknowledged within the university's vision and mission statements.
- Internationalization is endorsed by the Board of Trustees and visibly promoted within the highest levels of administration.
- An internationalization strategy is developed and implemented.
- Metrics and an associated timeline are developed for each goal so that progress can be monitored and interventions, when necessary, can be implemented. Unit-specific metrics and timelines, as appropriate, are also developed.
- Policies and processes are created as a foundation for strategy implementation and to ensure that internationalization efforts are maximally sustainable.
- OAA and the deans provide resources for faculty participation in international education activities.
- Processes are created for joint faculty appointments with international universities, and for the formation of joint degree programs.
- College strategic plans detail efforts to internationalize teaching, research, and service.
- Deans' annual reviews include discussion of their efforts to promote international teaching, research, and service.

- An accomplishment-oriented infrastructure of legal, human resource, finance/accounting, and curriculum expertise is created and mechanisms are implemented to effectively manage, either independently or through selective use of consultants and/or outsourcing, all pertinent international laws, taxes, human resource issues, passport and visa issues, and other technical work/immigration/ issues.
- Curriculum creation and accreditation reflect our international priorities.

IV. Specific Goals, Strategies, and Tactics

A. Increase the International Experience for Undergraduate, Graduate, and Professional Students

If Ohio State students are to thrive in international social and work environments, international issues must be further imbedded in Ohio State's curricular offerings at every level and students must be provided with significant international educational opportunities in foreign countries.

Specific Goals: Enhance the curriculum to further incorporate the international context. Increase the percentage of OSU undergraduates participating in an international experience to 50 percent or greater. Expand funding to provide study abroad scholarships based upon financial need.

Internationalizing the curriculum involves the integration of international perspectives into existing and new courses taught on campus. In regard to study abroad, our goal should be to provide relevant education abroad experiences for our students that can range from one week abroad experiences to double degree programs where a student might spend as much as two years abroad. Some of these experiences may occur in the context of student exchange programs.

Considerations for Internationalizing the Curriculum

a. Foundational international skills for all students and faculty

1. Ability to work effectively in international and multi-cultural settings
2. Awareness of and adaptability to diverse cultures, perceptions, and approaches
3. Familiarity with the major currents of international change and issues they raise
4. Ability to communicate effectively across cultural and linguistic boundaries
5. Comprehension of the international dimension of one's field of study

b. Various models of internationalizing the curriculum

1. General Education Survey Courses on International Studies (I.S.)
2. Stand-alone I.S./Area Studies Majors
3. I.S. Studies/Area Studies Certificates/Minors
4. Develop the OSU "International Plan," considering examples from other universities such as Georgia Tech

5. Internationalize each major with relevant study abroad and capstone experience (perhaps a pilot program with a few departments)

Considerations for Study Abroad

- Whenever possible, short-term learning abroad experiences should be embedded within existing courses taught on campus.
- To effectively process the increased number of Study Abroad students, we should consider expanding our use of third party providers, which can deliver cost-efficient logistical support and, in certain fields, instruction.

B. Increase the Percentage of International Faculty and Students

Increasing the percentage of international faculty and students at Ohio State will increase the interaction with, and knowledge of, foreign perspectives, cultures, and languages. International faculty are defined as those visiting Ohio State from foreign institutions, best referred to as international scholars, and our own faculty who were not born in this country.

Specific Goals: Increase the percentage of visiting international faculty by at least 25 percent. Increase the percentage of international students by at least 50 percent.

Currently more than 1,600 international scholars visit Ohio State each year. The above goal would increase this to 2,000. There are ~ 4,000 international students at Ohio State representing 107 different countries. The above goal would increase this to 6,000.

To achieve these goals, it will be essential to provide the appropriate infrastructure, such as accommodations for visiting scholars and international students. The university should consider a prominent location for our global strategies initiatives and should consider itself as a potential "gateway" for international universities to the United States and to the Midwest.

C. Promote Scholarship on the Major International Issues

Promoting high quality peer-reviewed interdisciplinary research on the major international issues of our time would demonstrate Ohio State's commitment to these issues, raise the international reputation of the university, and increase grant funding to the university.

Specific Goal: Create university-wide interdisciplinary research programs that focus on the Major International Issues.

As part of this program, there should be an expectation for collaboration with scientists, scholars, and educators at international institutions, including leading world universities, research institutes, USAID missions, and other entities, as appropriate. This would be one criterion for seed funding of these research programs, and would serve to increase the percentage of Ohio State faculty involved in international activities.

Major institutional research initiatives might have a global context that helps achieve our global strategies. For example, any future Targeted Investment in Excellence-like initiatives, Centers of Innovation, Innovation Groups and Centers of Excellence might have a global component, perhaps even as a required component.

D. Develop an International Physical Presence

To further enhance the internationalization of the university's teaching, research, and service, one strategy is to create a physical presence in a foreign country.

Specific Goal: Create strategic "Gateways" in select regions of the world.

Gateways are considered physical sites, representing an office or offices that assist faculty and students with travel, communication, business, human resource, and financial issues associated with official university programs in education, research, and outreach. One tactic for Ohio State is to establish a physical presence through space leased in conjunction with the State of Ohio Department of Development Global Markets Divisions and its in-country trade offices, with a preference for offices leased in targeted cities versus establishment of branch campuses.

Considerations for establishing Gateway sites:

a. The choice of locations should be premised on consideration of several factors examined through a comprehensive inventory of OSU's international activities:

1. Extent of faculty research and teaching interests and contacts
2. Critical mass of international alumni and domestic alumni (buckeyes in China) working abroad
3. Existence of highly reputable university or research centers
4. Potential for study abroad (country and thematic)
5. Potential for international student recruitment (undergraduates and graduate students)
6. OSU area studies coverage (especially Title VI NRCs)
7. Potential of site to fit into plans for campus-wide efforts to internationalize curriculum (e.g., international and area studies certificates/minors and internationalizing majors)
8. Potential for Ohio business and K-12 partnerships
9. Preference to BRIC countries for national strategic interests
10. Potential for site to generate funding sustainability and eventually revenue stream

b. Functions of Ohio State International Gateways

1. Host alumni gatherings
2. Host visits of President, Provosts, Deans with alumni and friends
3. Host workshops, symposia, seminars, training programs

4. Serve as classroom facility for professional (dual) degree programs (e.g., management/policy degree offered by John Glenn School of Public Affairs)
5. Connect alumni to special OSU lectures and events through video conferencing and other distance education technology
6. Use and link sites as special classrooms for joint-OSU and international team-taught courses (e.g., Columbus-Shanghai-Hyderabad course on international business)
7. Facilitate student recruitment, especially in local universities and international high schools
8. Monitor and oversee study abroad programs in region
9. Serve as base of operation for faculty teaching and research in country and region
10. Promote OSU through the distribution of materials

C. Business Model for Leasing Office or Offices

1. Solicit contributions from international alumni and friends (e.g., for China, include alumni and friends from Hong Kong)
2. Charge fees for activities such as international business forums, workshops, training sessions, and educational programming
3. Consider cost-sharing with local university partners in country
4. Share costs with the State of Ohio Department of Development Global Markets Divisions and in-country trade offices
5. Consider contracting space out to other Ohio colleges and universities for special events

D. Site Considerations

1. Proceed carefully, one at a time
2. Give serious consideration to China, India, Brazil, (EU site), Russia, Turkey, Horn of Africa
3. Begin with China—has greatest potential and scores high on factors listed above
4. Possible sites in China: Beijing, Wuhan, Hangzhou, Quingdao, and Shanghai

    a. Further consideration: Shanghai
        1. Easy to get to
        2. Climate/pollution favorable over Wuhan
        3. Partner universities: Fudan, Shanghai Jia-Tong, etc.
        4. Existing OSU relations: libraries, Mershon, Engineering, Business, English
        5. Alumni presence
        6. International student recruitment potential
        7. Not as inundated with American universities as Beijing

    b. Second consideration: Hangzhou, due to proximity to Shanghai and Zhejiang University

E. Create International Dual Degree Programs

International dual degree programs can serve to promote the international competence of our students and increase the international scholarship of our faculty.

Specific Goal: Create International Dual Degree Programs

A potential approach is to select those disciplines and colleges most likely to be successful, defined as creating curricula that meet accreditation requirements, matriculate high quality students, and are fiscally sustainable. Ideally, these programs should be aligned with our internationalization strategy and Gateways whenever possible. However, it is understood that college-specific, degree-specific priorities may take precedence.

F. Promote Collaboration with Ohio's International Business Ventures

One method of promoting our land-grant mission and assisting Ohio in developing its international economy is to incentivize collaboration with Ohio's international business community.

Specific Goal: Markedly increase the number of college/faculty collaborations with internationally active businesses in Ohio.

A potential tactic to achieve this goal would be the creation of "incentive grants." These grants would support the development of interdisciplinary international business consultation strategies. Examples include integrating language/culture programs with disciplines that supply technical, management, or advisory talent to international industries. Alignment with undergraduate and graduate education would be encouraged and would include internships with state-based multinational industries. These affiliations would also provide opportunities for undergraduate student, graduate student, and faculty industry-related research.