Strategic Plan

Office of International Affairs
The Ohio State University
2012-2017
Strategic Planning at The Ohio State University

Ohio State’s future will be defined and driven by the university’s move from excellence to eminence. Making that move requires a strategic vision and a clear path for achieving it.

Strategic planning is a systematic process, one that builds commitment to priorities essential to mission-critical work. Strategic planning establishes the guideposts that chart the journey toward eminence and provides opportunities to assess the steps along the way. Strategic planning also helps ensure that the university remains vital, sustainable, and accountable.

All strategic planning at The Ohio State University is founded in the overarching principles of the institution’s vision, mission, and values.

**Ohio State’s Vision**
The Ohio State University will be the world’s preeminent public comprehensive university, solving problems of world-wide significance.

**Ohio State’s Mission**
We exist to advance the well-being of the people of Ohio and the global community through the creation and dissemination of knowledge.

**Ohio State’s Values**
Shared values are the commitments made by the Ohio State community regarding how work will be conducted. Our values at Ohio State include:

- Excellence
- Collaborating as One University
- Acting with Integrity
- Personal Accountability
- Diversity in People and Ideas
- Change and Innovation
- Simplicity in our Work
- Openness and Trust
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Letter from the Vice President / Director

DATE       November 30, 2012
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 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 helps solve common global problems that affect the people of Ohio and the US as much as peoples around the world.

Sincerely,

William I. Brustein
Vice President, Global Strategies and International Affairs
Office of International Affairs
Office of International Affairs / Overview

The office is headed by a Vice Provost (+1 FTP) and an Associate Provost (+3 FTP) and composed of the following divisions:

A. International Students & Scholars:

Consists of a Director and 15 FTPs who ensure that government regulations are followed, and are responsible for
- international students, and
- scholars

B. Study Abroad

Consists of a Director and 13 FTEs who are responsible for
- 15 Long-term programs
- 80 Short-term programs
Faculty-led programs
- 20 Third-party providers programs
- 50 Student Exchanges

C. Five Area Studies Centers, consisting of three half-time Directors, one full-time Director (Middle-East) and one part-time (African Studies); four full-time Assistant Directors and one Associate Director (East Asia), and 3 FTPs

- Four of the Centers are Title VI National Resource Centers (NRC)
- Three of the four have an interdisciplinary MA program

D. A communication unit for OIA consisting of a Director and two FTPs

E. A business Unit, consisting of a Director and 8 FTPs (including two IT FTPs)

F. The Global Gateways, consisting of a Director and 3 FTPs (in China and India)

Ohio State is moving from excellence to eminence among global universities. To accomplish that, the Office of International Affairs (OIA) works with units across campus to ensure that the more than 6,000 international students who attend Ohio State each year are part of campus internationalization. The core function of the Office of International Affairs is to facilitate all aspects of internationalization at The Ohio State University given that:

- Ohio State students come from more than 100 countries around the world;
- close to 20% of undergraduates have a study abroad experience before they graduate;
• 1,800 international scholars visit Ohio State each year from different parts of the world;
• that more than two-thirds of Ohio State faculty are involved in international professional activities;
• that 30 languages are offered in more than 600 courses; and
• more than 800 courses are offered with international content.

Although OIA has academic responsibilities for three graduate masters programs in the Area Studies Centers, it mainly provides internationalization-related services to other units at Ohio State. More specifically, OIA oversees Study Abroad and internships and works with academic departments and colleges across campus to implement the President's and Provost’s Council on Strategic Internationalization through such programs as the Global Gateways. Also, OIA has responsibility for International Students and Scholars, the Mershon Center for International Security Studies, and five Area Studies Centers. We facilitate international experiences for students and scholars through sponsoring and administering grants and scholarships for faculty, graduate and undergraduate student research, study abroad and independent study as well as general risk management for faculty and students traveling overseas. In addition to the foregoing, OIA works with faculty, departments and colleges and other units to develop agreements with international academic institutions, hosts international delegations, and initiates and coordinates international education outreach activities and special events. Finally, we support the International Affairs Scholars Program, which provides opportunities for students from all majors who are interested in global themes.

A Global University

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, securing and managing partnerships, and exploring opportunities for their faculty and students around the world. As part of its strategy for global eminence, Ohio State is committed to global partnerships and collaboration to find solutions to local and global problems that ensure that its graduates have the expertise and global competency skills to be competitive in the global market place.

The university plans to expand its global reach by:

• Developing an international experience for undergraduate, graduate and professional students
• Promoting scholarship on major global issues
As part of Ohio State’s international strategy, the Office of International Affairs is responsible for cultivating and nurturing the growth of global perspectives at Ohio State.

Cultivating an International Dimension

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 for our students and faculty, and makes 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.

Global Gateways

China Gateway office opens

As Ohio State builds a foundation that integrates international dimensions in every facet of the institution, the university will open 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; in March 2012, it opened a second Gateway office in Mumbai, India. In 2014, Ohio State will open another Gateway in São Paulo, Brazil. In each location, the Gateways are multi-faceted centers that allow the university to:

- Build on 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 students studying abroad independently, conducting field research, participating in service learning programs or international 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 choices within the curriculum. There are short-term study abroad programs in conjunction with an academic course as well as longer experiences such as 10-week to year-long stays in an international environment. Study abroad coordinators and faculty resident directors help students learn about what programs are available around the world, how to earn college credit, how to reasonably finance their study abroad program, and what to expect when they arrive in another country and when they return home to Ohio State at the end of the program.

The Office of International Affairs provides support for campus internationalization initiatives and the development of education 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.

Study Abroad services include:

• Expert consultation to faculty on mechanics of establishing international education opportunities
• University-wide guidance to students about study abroad, internship abroad and research abroad opportunities
• Promotion of international opportunities through classroom presentations to students, residence hall groups, and student organizations
• Providing information on best practices in risk management for international locations
• Business service support for all Ohio State sponsored study abroad programs
• Keeping Ohio State connected to the international education community
• Expert consultation to faculty and students for all international education opportunities
International Students and Scholars

International students

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 their new life on campus and in Columbus.

Students meet one-on-one with a representative from International Students and Scholars to get answers to questions about immigration regulations, cultural differences, and financial matters. Through 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 administer social, cultural, and educational programming. All of these services help ensure that international students, scholars, and their families have the best opportunity to achieve their academic, personal and professional goals during their time at Ohio State.

Mershon Center for International Security Studies

The Mershon Center is the fulfillment of a bequest by Col. Ralph D. Mershon to The Ohio State University for the civilian study of matters pertaining to national security. It is also supported by community gifts and grant money.

As part of OIA, the mission of the Mershon Center for International Security Studies is to advance the understanding of national security in a global context. 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

In addition to other activities, specifically, the Mershon Center accomplishes its mission through:

- Collaborating with other departments to hire world-class faculty members with research focus on national security issues
- Contributing to the university’s distinctive presence by funding interdisciplinary faculty and student research on national and international security issues
• Enhancing the student experience by hosting an array of speakers, conferences, and workshops on national security issues.

Area Studies Centers

*International education outreach*

The Area Studies Centers advance knowledge and awareness of international cultures across 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. The Centers also conduct outreach activities for P-12 students and teachers. Area Studies Centers are funded through the U.S. Department of Education’s Title VI National Resource Center (NRC) and Foreign Language Area Studies (FLAS) fellowships. Ohio State has five Area Studies Centers, four with full Title VI NRC and FLAS funding*:

- Center for African Studies
- Center for Latin American Studies*
- Center for Slavic and East European Studies*
- East Asian Studies Center*
  - Institute for Chinese Studies
  - Institute for Japanese Studies
  - Institute for Korean Studies
- Middle East Studies Center*

Grant and Scholarships

The Office of International Affairs supports and administers grants for faculty research on international themes and scholarships for students to study abroad either as part of a group or independently, or to conduct research or pursue internships in other parts of the world. We also administer the U.S. Department of Education’s Fulbright-Hays grants and serve as the university’s representative for the Fulbright Scholar program.

*The Fulbright-Hays program* provides grants for graduate students and faculty to travel for specific research, study opportunities, or dissertation research in modern languages and specific area studies that must be conducted in another country. The Fulbright Scholar program is designed to increase mutual understanding between the United States and other countries and promotes collaboration and the exchange of ideas among students, faculty, professionals, and teachers.
These grant programs serve to promote international educational opportunities that are intended to have lasting impact on increasing global awareness and understanding.

*International Agreements and Delegations*

The Office of International Affairs is the central hub for coordinating international agreements for various departments and units across Ohio State. It helps facilitate the development of formalized Memoranda of Understanding and Memoranda of Agreement to advance internationalization for Ohio State. Also, OIA coordinates the visit of international delegations to Ohio State. Formal agreements with international institutions are critical tools to enhance collaborative instruction, scholarship, and research for faculty and students. Frequently an outcome of individual faculty initiatives, such agreements help build a strong alliance and collaborative spirit among Ohio State and its academic departments with other universities and global institutions.

*International Education Outreach*

The Area Studies Centers in OIA are engaged in internationalization beyond Ohio State campus. They bridge the gap between town and gown in specific area—helping to internationalize P-12 educational system. Engaging P-12 teachers and students in learning more about how international cultures play a vital role in broadening global perspectives. Outreach programming that focuses on language, culture, and interactive themes are tailor-made to teach a wide variety of audiences about life in another country. A host of global educational resources is available for teachers, including in-service workshops, study abroad opportunities that help students experience foreign languages and cultures firsthand, video loan libraries, as well as exhibits that can be used in the classroom.

*Special Events*

*Korean International Student Organization*

Special events held throughout the year support the international dimension of the Ohio State campus. The Office of International Affairs sponsors/co-sponsors cultural events such as:

- Taste of OSU
- Thanksgiving Dinner
- International Education Week
- International Photography Exhibition
- International Scholar Research Exposition
- Study Abroad Expo
These enable the campus community to experience different cultures, learn more about international opportunities, and make new friends in fun and inviting settings. For example, our Thanksgiving Dinner event offers international students and scholars an opportunity to learn and participate in an aspect of American culture.

Mission

The Office of International Affairs:

- Provides services to units across campus to reduce barriers to effective implementation of Ohio State’s comprehensive internationalization program;
- Facilitates connections that lead to Ohio State’s students and faculty educational and research experiences internationally;
- Facilitates the integration of international students and scholars into Ohio State campus and community;
- Through the Area Studies centers, fosters excellence in the study of languages, the history of arts and cultures and their societies, and international security; and facilitates Ohio State’s students and faculty international experiences in STEM fields; and
- Provides information and access to Ohio State’s academic expertise for the benefit of communities around the world.

Vision

OIA will facilitate efficient and effective collaboration between departments, units and programs across campus that focus on implementing Ohio State’s strategic internationalization goals.

Values

We are committed to:

- 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
### Strategic Scan

**The External Environment**

There are two external—international and national—challenges that impact the way higher education institutions like Ohio State operated in the past. The emergence of the United States as a global power in the aftermath of the Second World War imposed the burden of shared global leadership on the U.S. based on its values of democracy and free market economy against Soviet Union’s socialist and communist values in what became the Cold War. Thus, the perceived technological gap resulting from Soviet orbiting of Sputnik in 1957 pushed the U.S. Government to invest in education as the platform for winning the battle of ideas against the Soviets. Funding for science and mathematics was complemented by funding to enhance cultural and language competencies for American students and scholars. With the internal implosion of the Soviet Union
and therefore the end of the Cold War in 1989/1990, the international imperative for focused funding for science, mathematics, cultural and language education receded.

Nationally, the absence of an identified external enemy in the Soviet Union at the end of the Cold War resulted in an inward-looking policy that included reductions in federal and state funding for higher education. Indeed, the general assumption by law makers has been that the huge budget deficits that U.S. accumulated over the decades should be the main focus of the governments in the U.S. Thus a major challenge for institutions of higher learning like Ohio State since the mid-1990s has been how to fill the financial gap left by reduced federal and state funding for public universities. The external challenges converged in a different way—economic and technological competitive edge of various countries such as China, South Korea, Brazil, and of course the European Union whose languages, cultures and science and technology our graduates need to be globally competitive. Consequently, 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 a global awareness that allows 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). 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, securing and managing partnerships, and exploring opportunities for their faculty and students around the world. As part of its strategy for global eminence, Ohio State is committed to global partnerships and collaboration to find solutions to local and global problems that ensure that its graduates have the expertise and global competency skills to be competitive in the global marketplace.

The Internal Environment

While challenges from the external environment affect the entire university, challenges that are internal to Ohio State can be managed by changes in how we approach internationalization policy formulations and implementations. These internal environment issues such as access to Information/Data from other units, Study Abroad Funding Issues, International Risk Management and Service for International Students directly impact the capacity of Office of International Affairs to effectively and efficiently work with departments, colleges and programs to implement the PPCSI goals. These issues are briefly discussed below.
Information/Communication

OIA needs information/data to effectively coordinate and help implement the President’s and Provost’s Council on Strategic Internationalization goals. The complex nature of The Ohio State University with its autonomous colleges, schools and departments lead to tensions between autonomy and unity. On the one hand, every unit desires and maintains their autonomy, especially the academic programs; but on the other hand, every unit is a part of The Ohio State University. And, the “One University” model suggests collaboration and coordinated approaches that will ensure that Ohio State reaches its goal of global eminence. Currently, accessing most information from other units on what various departments, colleges and programs are already doing within the framework of internationalization remains uncoordinated. Availability of such information will enable OIA to work more effectively with units that desire help with internationalization while enhancing existing best practices. For example, there is still confusion in some departments and colleges regarding the nature of student exchange agreements, especially on the restricted budget model that undergirds such exchanges to ensure that the spirit and intent of such exchanges are maintained to allow incoming students and outgoing students to pay tuition to their home institutions only without negative budgetary impact on OIA. Also, there are information gaps regarding invitations to visiting scholars to Ohio State and the responsibilities of departments that invite scholars, vis-à-vis legitimate responsibilities of OIA such as budgeting and processing of relevant documents. Centrally coordinating these and other relevant international services within OIA without impinging on the autonomy of departments and colleges will facilitate efficient and effective implementation of the goals of internationalization for Ohio State.

Study Abroad

Funding of Study Abroad Programs

Study abroad programs contribute to the quality of students’ education generally, and specifically, to the international learning experience. The challenge for Ohio State remains how to significantly increase the number of our students studying abroad in one form or another. The general assumption is that financial constraint is often a main reason why many students do not study abroad. Institutionally, and based on a financial analysis of the Office of International Affairs (OIA), revenue from program fees do not cover the entire program expenses incurred by Study Abroad programs. The challenge for OIA is how to provide financial support to study abroad programs from its budget which includes funds to reduce, or subsidize, the actual program cost for students which was $1.6 million in FY12 without central PBA to OIA for reducing program costs for Study Abroad for students. Thus, with Senate Fiscal, Business and Finance and other units, OIA will work to align the Study Abroad Program’s current funding model with the University’s budget model to facilitate our efforts to expand Study Abroad opportunities for students. Given the high cost of going abroad and students’ increasing debt burden, OIA will work with other University units to make every effort to sustain and improve on the current support to ensure that valuable learning international experiences are accessible to all students.
Challenges in Three Types of Study Abroad Programs

There are four basic types of Study Abroad programming at Ohio State (OSU Sponsored, Third Party/Direct Enroll, Student Exchange, and Other). Three of these (OSU Sponsored, Third Party/Direct Enroll and Student Exchange) are currently managed through registration in the OIA placeholder course, IS 5797, which generates fee revenue that goes to OIA for Study Abroad Office operations and administration and direct subsidy to students. The current subsidy amount distributed by OIA to students participating in Study Abroad programs with a minimum of 3 hours of IS 5797 registration (excluding students in exchange programs) is $1000.00. Students engaged in other programs and therefore not registered in IS 5797 do not receive the $1000.00 subsidy.

The current process is unsustainable for increasing the number of Ohio State students studying abroad. Also, the current process gives undue academic oversight responsibility for approving Study Abroad courses to OIA, which locks OIA in a perception battle with colleges whose academic responsibilities are assumed to be usurped by this process. Going forward, OIA is working with the College of Arts & Sciences, Business and Finance, the office of Undergraduate Education and the Vice-Provost’s Office for Academic Programs to revert course approvals, enrollment and overights to the academic departments. Consequently, the objective is for OIA to receive fixed funding from PBA (based on assessed funding generated through the colleges) to maintain the core functionality of OIA’s Study Abroad office. The vision here is for developing a collaborative approach across the University for internationalizing students’ learning experiences through shared responsibility for increasing the number of Study Abroad programs and the number of students studying abroad.

Similarly, Third Party Provider/Direct Enroll programs afford opportunities for some Ohio State academic units who wish to expand their geographic, linguistic, and/or thematic offerings. Ohio State does not provide resident directors and/or manage the development and administration of Third Party Provider/Direct Enroll programming. Approximately 150-200 Ohio State students study abroad on approved Third Party Provider and Direct Enroll programming through registration in IS 5797. An unknown number of Ohio State students participate on approved Third Party Provider and Direct Enroll programming for “K” or transfer credit. The lack of information here is related to the less than stellar infrastructure for accessing information, in a timely manner, from all units on campus. In the meantime, students may choose to participate on Third Party Provider/Direct Enroll Programs in one of the following two ways:

A.) Enrollment at Ohio State: Enrollment at Ohio State is the preferred choice for students who want to earn graded Ohio State credit and maintain full access to financial aid while participating on university-approved Third Party Provider/Direct Enroll programming. Currently, students register in the OIA placeholder course, IS 5797, and are required to pay standard tuition to Ohio State plus the provider fee to the provider. OIA distributes a subsidy of $1000.00
to each student participating on an approved program while simultaneously enrolled at Ohio State.

B.) Disenrollment at Ohio State: Because of the prohibitive cost of paying Ohio State tuition plus the provider program fee, a growing number of students are choosing not to enroll at Ohio State while participating on approved Third Party Provider/Direct Enroll programs. Such students lose access to financial aid. Students earn “K” or transfer credit that is processed through the Admission’s Transfer Credit Center.

Clearly, this approach significantly increases the cost of studying abroad for students as it becomes a disincentive for most students that would like to take advantage of Third Party Provided Programs that are not available at Ohio State. For some students, the decision is not to enroll in Ohio State for credits, making it difficult to track the number of students that are actually studying abroad. OIA’s ongoing efforts to collaborate with Business and Finance, College of Arts and Sciences, Fisher and other units to remedy these systemic funding issues will result in increased international learning experiences for our students.

Also, internationalizing student learning experiences through Student Exchange based on the reciprocal exchange of students with foreign institutions under the terms of bilateral exchange agreements will significantly increase the number of Ohio State students graduating with global competency skills. However, given that exchange agreements are initiated through the advocacy of an Ohio State academic unit, it is imperative that academic units desiring to increase the number of students going on exchange programs work with OIA to ensure financially sustainable exchange programs. The current practice is one in which participating students are registered in the OIA placeholder course, IS 5797. 60-90 students participate in student exchange programming each academic year. The main challenge for increasing the number of exchange students is the problematic funding model for OIA.

Generally, exchange programs are based on the principle of student-for-student, one-to-one, tuition-reciprocal exchange agreements. The tuition-reciprocal agreement allows the outgoing exchange student to pay full-time in-state tuition and fees to Ohio State and the incoming exchange student pays tuition and fees to their home institution.

But, the current practice for exchanges at Ohio State is that all outgoing students pay full-time tuition and fees to Ohio State and OIA receives a base budget plus the annual net marginal income (PBA) based on the student credit hours generated by these students. In addition to the outgoing students paying tuition to Ohio State, OIA is also paying Ohio State in-state tuition and fees for the
incoming exchange students via a journal to Ohio State Fees & Deposits. Thus, as currently practiced at Ohio State, exchange programs are administratively very expensive to operate.

Working with Fisher, Business and Finance, OIA anticipates a resolution to the funding problem such that there will be no need for OIA to pay fees for the incoming exchange students if the funding model for Study Abroad is aligned with the University’s budget allocation process. These students will be identified in the SIS system as exchange students and a fee waiver will be generated—keeping OIA out of the budgetary loop on student exchanges and enabling it to focus on collaborations with academic units in ways that will increase the number of Ohio State students participating in exchange programs.

International Risk Management

Currently, while OIA is principally coordinating risk management for all study abroad students, Ohio State University has no designated personnel that coordinate international risk management for faculty and staff traveling abroad. Indeed, there is no centralized mechanism for data gathering on international travels, location and potential needs for all university personnel. Thus, Ohio State’s transition from excellence to global eminence will be enhanced by an effective international risk management infrastructure. As part of its strategic plan for implementing Ohio State’s global strategies, and based on expected revenue from the undergraduate international students fee surcharge, OIA will invest in an International Risk Manager who will coordinate all policies, procedures and activities associated with the safety and welfare of students, faculty and staff traveling abroad for study or university business as well as the safeguarding of institutional interests abroad. This includes providing emergency response services in the case of a health or safety emergency abroad. Indeed, with Ohio State global gateways established in China, India and future gateway offices in Brazil, Turkey, Poland, Ethiopia and elsewhere, resources stewardship requires that an international risk manager be appointed to safeguard Ohio State’s international resources—its people, revenue and spaces abroad. While such an appointment will have oversight responsibilities over global activities in Ohio State, the reporting line will be to the Office of Chief Information Officer.

While the administrative and operational functions of the University's international activities remain with the units that sponsor faculty, staff and student travel abroad, the International Risk Manager provides guidance, identifies and promotes best practices in the areas of health, safety and security of University faculty, staff and students engaged globally. Achieving the foregoing goal will require the collaboration of key stakeholders such as the Offices of Business and Finance, Public Safety, Student Life, Academic Affairs, and College of Medicine. The International Risk Manager will lead the development, management and promotion of a comprehensive travel abroad preparedness strategy in such issue areas as:
(1) Policy development, review and implementation;
(2) Proactive assessment of risks associated with travel to particular geographic areas;
(3) Health and safety program audits;
(4) Crisis management;
(5) Training and outreach;
(6) Coordinating internal communications and shared resources/services and
(7) Representing Ohio State internationally and nationally in the areas of health, safety and security.

International Students and Scholars Services

As part of the President’s and Provost’s Council on Strategic Internationalization goals, Ohio State has since 2005 doubled the number of international students matriculating in the university and expects an annual increase of 5% intake of international students. 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 foreign students on our campus has put pressure on the abilities of student life, student services and Office of International Students and Scholars’ 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 international students. 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 fee surcharge at Ohio State is the 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 to create a strong, diverse, and internationally engaged community of faculty, staff, and students consistent with goals of internationalization at Ohio State. 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 under the leadership of the Vice Provost for Global Strategies and International Affairs is charged with stewardship responsibility for investing the funds in high impact programs and activities.

Thus, our strategic focus area in international students’ services is aimed at investing in high impact 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 The Ohio State University 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 to identify, understand and provide solutions to common world problems.
With the foregoing, OIA is committed to collaborating with academic and service units within and beyond the university to invest in our students through providing such services as:

- **Summer Prep Program** – Provides one month preparatory American culture orientation for students who arrive before autumn matriculation.
- **English as a Second Language** – Provides 6-8 weeks preparatory program geared toward academic readiness and success for students who need to enhance their English proficiency.
- **Pre-departure Orientation in Gateway Locations** – Prepare students to arrive in Columbus ready to register for classes (including administration of placement tests and pre-registration before departure where possible) as well as guidance on obtaining and maintaining legal non-immigrant status in the U.S.
- **Airport Welcome Program** – Provides a staffed booth at Port Columbus International Airport and transportation services for new international students.
- **Housing for Summer Prep and Orientation with Optional Meal Plan** – Provides students with campus housing, regardless of housing contract for the academic year, so that they have a welcoming and supportive place to stay during their prep and orientation experience as well as paid accommodation for up to 5 days for those who need it on arrival on campus.
- **Comprehensive Orientation in Columbus** – Provides comprehensive orientation services spread throughout the year, complementing and expanding the current mandatory orientation program.
- **Conversation Program** – Expands the current informal conversation program to reach more international students and to engage more members of the University and local community in providing a practice environment for English language skills.
- **Cultural Training for Academic Advisors, Faculty, and Staff** – Improves the ability of faculty and staff to support international students.
- **Web-enabled Access to Services** – Provides information and an interactive service interface 365/24/7 in a user-friendly format across time zones.
- **Immigration, Exchange, and Sponsored Student Services** – Enhances and expands capacity for serving international student immigration issues and provides a robust central point of contact for Exchange and Sponsored Students and their home institutions for immigration and advising services.
- **Study Abroad** – Ensures that study abroad scholarships are accessible to all students to further enhance their international learning experiences.
- **Study Abroad Risk Management** – Provides University risk management of international experiences for OSU students studying abroad.
• International Research Support – Provides financial support for undergraduate students and faculty engaged in international research; and
• International Internship Program—Work with other units and Ohio based international and national businesses to provide international internship opportunities for all students, especially international students.

To accomplish the foregoing strategic focus areas, OIA will work in partnership with student support services and academic programs across campus to design robust sets of new and expanded services for international students and invest in internationalization activities more broadly as specified above for the success of Ohio State students. Given that all current OIA FTE are operating at full capacity, achieving the goals specified above will require 5 new additional Staff (FTE) to implement the programs and services. The required additional FTE will include:

• Program Manager
• Program Specialist
• Immigration Manager
• Exchange & Sponsored Student Specialist
• Web Applications Specialist

With the new revenue stream, additional 5 FTE, OIA in collaboration with various academic and service units expects most programs to be in operation within the first year and running at full capacity by the end of FY2017 when the full revenue from the undergraduate international students’ fee surcharge is realized. Following full implementation of the specified programs, the Associate Provost with the Vice Provost will conduct annual program evaluation to ensure that the programs and services are performing at an optimal level with visible impact on the success of international students. Based on the evaluation, programs and services will be maintained, expanded, reduced or discontinued based on the extent to which measurable outcomes have been met. Also, OIA will provide an annual report to the Provost and Chief Financial Officer on the impact of the investment of the new international student surcharge on the success of international student outcomes as well as the overall impact on Ohio State’s internationalization goals.

**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 their challenges;
• The capacity for effective communication across cultural and linguistic boundaries; and
• The ability to comprehend the international dimension of one’s field of study.

By fully integrating international and multicultural experiences and perspectives into its learning, research, and outreach and engagement missions, Ohio State establishes a foundation for becoming a global university. And by working to facilitate international engagements for departments through joint research, study abroad programs and other international experiences for students, the office of international affairs collaborates with academic units to ensure that our students are successful and graduate with global competences. The anchor for realizing the foregoing is the President’s and Provost’s Council on Strategic Internationalization goals and missions that establishes the rationale for Ohio State to seek global eminence.

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 Board of Trustees. The June 2009 report proposes six goals to make the vision of an internationally engaged and globalized university a reality. 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, securing and managing partnerships, and exploring opportunities for their faculty and students around the world. As part of its strategy for global eminence, Ohio State is committed to global partnerships and collaboration to find solutions to local and global problems that will ensure that its graduates have the expertise and global competency skills to be competitive in the global market place.

1. Student International Experience: Increases the International Experience for Undergraduate, Graduate, and Professional Students

2. International Faculty and Students: Increases the Percentage of International Faculty and Students

3. International Scholarship: Promotes Scholarship on major global Issues

4. International Partnerships: Creates International Partnerships and Dual Degree Programs of significance

5. International Alumni & Business Outreach: Promotes Collaboration with Ohio’s International
Business Ventures and International Alumni

6. Develop an international physical presence: The Global Gateways

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.

1. Establish Global Gateways in regions of the world that map well with Ohio State’s learning, research, and Outreach and Engagement missions within the state of Ohio and the world

2. Campus-wide effort to internationalize the students’ learning experience by engaging/collaborating with 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 partner with units across campus to deliver excellence in its mission to support the university community’s international activities.

Global Gateways—Ohio State International Physical Presence

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. With physical presence in Shanghai, China (2011) and Mumbai, India (2012), Ohio State is poised to open other Gateways in São Paulo, Brazil during the 2013-2014 academic year. Other regions and countries where Ohio State hopes to be physically present include 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 pre-departure 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**

With the knowledge that most students will not take advantage of Study Abroad programs, it is the responsibility of our institutions to ensure that all students that graduate from Ohio State have a chance to enhance their global competency skills. Thus, internationalizing students’ learning experiences on campus is one of the two overarching strategies for implementing the international goals set forth by the President’s and Provost’s Council on Strategic Internationalization (P&P-CSI) for The Ohio State University. Thus, in our planning and implementation of comprehensive internationalization at Ohio State, a campus-wide level collaboration is necessary in order to achieve the highest potential for success. Collaboration across units rather than working independently on international activities (research, study abroad, outreach, etc.), we gain advantages of efficiency, economy of scale and synergy characteristic of coordinated efforts. To be sure, the bedrock of this university’s academic success is the individual faculty members and their efforts, and this dynamic will always be decisive. With the vast field of international activities by our faculty across campus, we need to establish milestones that our institution can achieve and celebrate as Ohio State accelerates toward eminence as a global university.

Thus, with the new semester system in place, and the opportunity it offers for the May Session and innovative programs such as the Global Option, OIA will engage and collaborate with the faculty in rethinking and revising the curriculum to prepare globally-competent graduates. Such efforts, among other strategies, will include embedding the five crucial international competencies in students’ learning experiences. For example, working with the College of Arts and Sciences, OIA looks forward to the opportunity General Education Abroad/Global Studies requirements offer Ohio State students to increase their international learning experiences. While a university-wide curriculum revision to include international dimensions in most courses is desirable, for now, students will have options provided through the Undergraduate International Studies Program area studies minors, majors and certificates, and disciplinary majors as valuable and instrumental for becoming globally competent graduates.

A transformative enhancement program for internationalization modeled after the Honors program concept—Global Option (GO)—contains the ingredients for departments and colleges to increase their graduates’ global competences without drastically changing existing curriculum. OIA will recommend that Global Option be a notation on the student’s diploma. If this is not feasible, that option would be recorded on the transcript. The standards set for any component criteria in a GO packet will be significantly above the level of attainment of a major, e.g., the language skills of a foreign language major in the GO program will be set measurably higher than for a non-GO major. A major in the International Studies Program electing to complete a GO plan will take more courses with essential international focus than a non-GO major. No discipline offers an automatic advantage for GO and all GO graduates will have spent considerable extra effort on the international dimensions of their discipline, with the diploma notation guaranteeing an earned achievement. As indicated above, GO is structured on the model of the Honors curriculum, as a challenge for
students and an enrichment of the standard curriculum, adapted in content to each major that elects to offer this option. Different from the Honors concept, selection for this option is based on commitment and completion of various learning and experiential modes, rather than on academic achievement alone. In contrast to the Honors curriculum, the cost to academic programs is minimal, since no special courses with limited enrollment are mandated. While implementation of the Global Option framework is entirely in the hands of an academic unit and oversight bodies, OIA is ready to assist and collaborate with colleges and departments for effective implementation of the program if called on to do so. Indeed, in collaboration with various international businesses here in Ohio, an innovative dimension of the Global Option could be crafted in the STEM fields to enhance global competence for Ohio workers.

The Role of the Office of International Affairs

Given the vast range of challenges and obligations emanating from global concerns and international activities, Ohio State’s success in accelerating to global eminence require a distributed approach within the institution. OIA can serve as a central organizing unit providing essential coordination on various issues and for various units. But the academic content and value-added propositions for internationalizing the curriculum and the learning experience 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 global eminence.

The Collaborative Imperative

Thus, the role of Office of International Affairs is principally to help implement the goals of the President’s and Provost’s Council on Strategic Internationalization as approved by the Board of Trustees. To do so effectively require that OIA work within a framework of identified programs such as Study Abroad, Global May, Global Option, internationalizing the curriculum and overseas internships and other programs that enhance the learning experiences of students; and, to do so collaboratively with identified partners across the campus and the larger community. Collaboration across units ensures that the modest resources at OIA’s disposal is leveraged with what the academic and other partner units can put on the table to achieve an institutional outcome of appropriate for specific program. Similarly, beyond Ohio State, collaborating and partnering with specific institutions and consortia such as Worthington Industries in Ohio and Committee on Institutional Cooperation (CIC) is essential and effective for Ohio State to have a lasting impact on issues of global importance envisaged in the Centers of Innovation and Centers of Excellence.
Succeeding in Our Strategic Focus Areas

The Office of International Affairs uses its unique resources to support internationalization of education for all. As educators and Area Studies specialists, we facilitate international learning experiences across disciplines on campus, as well as in the public schools and in the community, contribute to the intellectual, cultural and economic development of the state of Ohio. Internationalization serves as a powerful catalyst to transform students into knowledgeable, competent, and responsible citizens of the state and the world community.

Ohio State University Environment:
To successfully implement the “Six Strategic Goals” set forth by the President’s and Provost’s Council on Strategic Internationalization (P&P-CSI) for The Ohio State University, the Office of International Affairs collaborates with all university units: colleges, departments, faculty, students and administrators to:

1. Increase the International Experience for Undergraduate, Graduate, and Professional Students
2. Increase the Percentage of International Faculty and Students at Ohio State
3. Promote Scholarship on the Major Global Issues
4. Facilitate International Partnerships and Dual Degree Programs of Significance to OSU’s strategic goals on internationalization
5. Facilitate collaboration between Ohio-based Business Ventures and International Alumni
6. Develop International Physical Presence through Ohio State Global Gateways

To involve the university-wide community in helping achieve the above objectives we have established the International Affairs Committee composed of representatives from all colleges, regional campuses, and operational units to serve as an advisory panel meeting in smaller working groups and semi-annual whole group meeting to advice the Vice Provost for Global Strategies and International Affairs (see membership list at http://oia.osu.edu/international-at-ohio-state/international-affairs-committee.html)

Challenges:
The challenges are set forth in the two overarching strategies of internationalization:

1. Undertake a campus-wide effort to internationalize the students’ learning experiences by engaging faculty in integrating international dimensions into the curriculum and their research agendas
2. Establish Global Gateways in regions of the world that map well with OSU’s learning, research, and public service missions

The Office of International Affairs, as a support unit facilitates/coordinates and where appropriate, initiates ideas and services that advance the implementation of the above strategic goals. Thus, succeeding in the implementation of the President’s and Provost’s Strategic Internationalization goals requires focused and strategic collaboration between Office of International Affairs and various academic and service units across campus whose financial, intellectual and human resources are needed for transitioning Ohio State from excellence to global eminence.

Existing Opportunities:
A strong core of Ohio State faculty across colleges such as Medicine, Fisher, Social Work, Food and Agriculture, Education and Human Ecology are performing exemplary work in internationalizing students’ learning experience. Some of the activities of the faculty include:

- Active teaching and leading education abroad courses
- Conducting research with international partners and/or international funding
- Doing research on major global problems (e.g., infectious disease research, food security, population mobility)
- Teaching courses on significant global issues
- Inviting and hosting international scholars in their labs, clinics and projects
- Teaching and mentoring international students
- Teaching Area Studies courses
- Preparing experts in world languages and cultures
- Keeping in touch with their international students (alumni); collaborating on projects with them and/or visiting their institutions, as well as,
- Collaborating with Ohio international business

Successful OIA Strategic Collaboration with Other Units:
The Office of International Affairs is already collaborating with a number of units to achieve its objectives. For example:
- College of Arts and Sciences—Although, the work of the Area Studies Centers spans the entire university, the funded NRC centers are directly supported by A&S and each Center
works closely with the Languages Departments for their region. OIA collaboration with Arts and Sciences has resulted in crafting a potentially university-wide Education Abroad Credit Allocation formula that is consistent with Ohio Board of Regents requirements on contact minutes per semester credits. In addition to our collaboration with Arts & Sciences, Fisher College provides 25% funding support for Assistant Director of the Center for African Studies.

- Office of Academic Programs—Advisory committee has reviewed OIA-initiated program such as Global Option. We are collaborating in seeking the adoption of Education abroad credit allocation document across the university.

- Graduate School—OIA collaborated with the Graduate School to craft the “General Guidelines for Graduate Dual Degree Programs” to facilitate an important aspect of the President’s and Provost’s Council on Strategic Internationalization goal of increasing the number of dual degrees at Ohio State.

- University Center for Advancement of Teaching—OIA is collaborating with UCAT on pilot programs to review curriculum and establish a Global Option for undergraduate programs. Part of this collaboration will result in a Faculty Workshop for embedding international content in some Ohio State courses.

- Student Life—OIA is working with Student Life to review and improve services and learning experiences of international students. We are also collaborating on Education Abroad programs; international service learning experience for students through Buckeye-I Serv as well as pre-departure orientation for international students in Gateway locations.

- Office of Diversity and Inclusion—OIA is collaborating with ODI on education abroad for all students, especially for minority students who have traditionally not taken advantage of education abroad opportunities. Also, our collaboration has resulted in a shared position for a graduate intern in OIA.

- Office of Outreach and Engagement—OIA is collaborating with OOE on international education outreach and a new annual Award (2013) for outstanding international engagement. We are also collaborating to start a Forum to highlight international services and outreach on annual basis.

- Office of Research—OIA collaborates with Office of Research to fund a faculty and graduate student annual grant competition

- Undergraduate Studies Office—OIA collaborates with Office of Undergraduate Studies to fund development of Study Abroad program competition for faculty. OIA is also
collaborating with the Undergraduate Denman Research to infuse internationalization in the Denman competition. An international award will henceforth be given to the best paper whose research focus is international

- PHPID (Public Health Preparedness for Infectious Diseases—OIA is collaborating with PHPID to fund grant competition for faculty conducting research on Global Health issues

**Teaching & Learning**

OIA contributes both to providing a superior student-centered learning experience and enhancing that experience by providing services to incoming international students and ensuring a globally diverse student body at Ohio State.

**Strategic Focus Areas**

A. Internationalize students’ learning experience by facilitating colleges’ and departments’ curricular steps toward developing students’ five global competencies

- Facilitate Education Abroad program creation and implementation
- Facilitate students’ preparedness for an experience abroad (whether study or internship)
- Initiate a new diploma designation, *Global Option*: an enhanced international curriculum offered by colleges and departments
- Engage with colleges and departments in their curriculum review with a view to highlighting and supplementing global content and experiences
- Provide support for faculty to create courses with international content

B. Area Studies

- Three Interdisciplinary MA programs are part of the following Area Studies:

  1) M.A. in Slavic and East European Studies is an Area-studies interdisciplinary degree offered by the [Graduate School](#) and administered by the [Center for Slavic and East European Studies](#).

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1 The five skills: (1) Ability to work effectively in international settings; (2) Awareness of and adaptability to diverse cultures, perceptions and approaches; (3) Familiarity with the major currents of global change and the issues they raise; (4) Capacity for effective communication across cultural and linguistic boundaries; (5) Ability to comprehend the international dimension of one’s field of study
2) **MA in Latin American Studies**, developed and administered by CLAS, and designed to be maximally flexible. Students choose two thematic or disciplinary concentrations with the guidance of their faculty advisor, and must demonstrate advanced proficiency in Spanish or Portuguese, equal to 3 years university instruction or (near) native fluency, to be considered for admission.

3) The Interdisciplinary Master of Arts in East Asian Studies is designed to be a two-year interdisciplinary and terminal degree program for students who desire concentrated training in East Asian language and culture. The degree prepares students for continuing study of East Asia in a discipline-specific Ph.D. program, or for non-academic careers.

C. **International Students & Scholars**

- Help increase the number of students and the diversity of countries represented
- Facilitate the services, welcome, orientation, wellbeing and learning experiences of International Students (IS)
- Enhance the social engagement of Ohio State student body with international students
- Enhance the cultural competences of academic advisors, faculty, and staff to provide culturally sensitive and globally-minded services to all students

D. **International Partnerships**

- Facilitate partnerships with institutions in the Gateway countries and across the world; and facilitate establishment of significant programs at the undergraduate and graduate degree and non-degree programs, research collaboration, and student and faculty exchanges
- Oversee the negotiations of Memorandum of Understanding and Memorandum of Agreement to formalize different plans of collaborations with international institutions, exchanges and dual degree programs, and research partnerships.

**Research and Innovation**

Through our programs, services and collaborations across academic and service units, the Office of International Affairs facilitates the creation of distinctive and internationally
recognized basic and applied research and scholarship that advance knowledge toward the solution of the world’s most pressing problems.

**Strategic Focus Areas**

A. Promote scholarship on global issues and university-wide Discovery Themes:
   - Health & Wellness
   - Food Production & Security
   - Energy & Environment

B. Award annual international research grants to:
   - Faculty and graduate students in the five Area studies
   - Faculty doing research in Gateways countries (Office of Research collaboration)
   - Faculty developing On-line collaborative courses with an international institution (Office of Undergraduate Studies collaboration)
   - Undergraduate international research support and recognition (Denman collaboration)

C. Collaborate with Colleges and Research Offices
   Our effort here is targeted at collaborating with academic and research units on data collection, which will enable OIA to map (and therefore track) international research and scholarships that are occurring on campus. A successful outcome of this collaboration will enhance OIA’s ability to facilitate research collaborations for faculty in Gateway locations and across the globe.

**Outreach & Engagement**

The Office of International Affairs’ international education outreach and engagement is an investment in Ohio’s future. We build partnerships with the education community, P-12; with citizens’ organizations; with heritage communities; and with national and international industry and business in Ohio, and Ohio businesses around the world.

International education outreach and engagement strategic focus:

- Promote understanding of diverse perspectives, through cultural and extracurricular activities.
- Enhance and communicate Area Studies knowledge and global understanding, through lectures, seminars, conferences, and symposium open to all
- Facilitate and enhance learning of foreign languages and cultures, in the community and on campus.
• Advance knowledge about other parts of the world and Ohio's integration with the world, working with community organizations, sharing international guest speakers, on-line lesson plans and learning modules
• Continue building a multi-organization partnership, Ohio Going Global, which has already trained 100 educators, each year since 2008, in internationalizing across the curriculum

Resources Stewardship
Office of International Affairs values on resources stewardship is consistent with The Ohio State University’s value to “become a model for an affordable public university recognized for financial sustainability, unsurpassed management of human and physical resources, and operational efficiency and effectiveness.” Consequently, OIA’s internal strategic planning and engagement process aims to align job descriptions, roles and functions within our limited resources and spaces to the university’s mission, values and vision. OIA’s greatest resource is its personnel—their knowledge, experience, intellectual and internationalized perspectives enable OIA to effectively discharge its core functions of facilitating the implementation of the President’s and Provost’s Council on Strategic Internationalization goals.

Leadership Continuity
Although, there has been a smooth transition in the office of the Associate Provost for Global Strategies in 2012, the principal personnel including the Vice-President for Global Strategies and International Affairs as well as Directors of the various units remain in place to ensure that OIA continues to carry out its core functions.

Strategic focus area: Culture Shaping and Organizational Development
OIA’s greatest asset and largest investment of financial capital is in personnel. It is the knowledge capital held by our workers and the value of the services our employees provide that will move the University from excellence to eminence on the international front.

Although OIA was structurally reorganized in 2007 to create a shared services environment it has not been able to fully capitalize on this structure due to cultural norms in each of OIA’s multiple reporting units that have historically emphasized autonomy, independence, and competition for scarce resources. As a result, OIA has not realized the full extent of the gains anticipated from the 2007 reorganization, even though the structure is in place for better resource alignment and utilization of shared services.

To achieve better resource alignment and utilization of shared services, OIA 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.

- Initiative 1: Engage majority of OIA 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.

- Initiative 2: Partner with Glenn School of Public Affairs to provide management training to supervisors and managers; improving management capacity and effectiveness.

Strategic focus area: Information Sharing and Service Delivery through the Use of Technology

While it is true that the knowledge capital and services of OIA’s employees are essential to the success of the University, OIA cannot keep up by simply adding more staff as the volume of clients and the demand for services grows. Not only is this financially prohibitive after a point, but such an approach would not adequately address the issues of geographical distance and time zones differences that are key variables in our service delivery strategies. Rather, it is the effective use of information technology that provides great hope for expanding and improving services to students, prospective students, alumni, and partners around the world in a responsive and time sensitive manner.

Because of OIA’s highly decentralized past and historic underinvestment in IT, it has a long way to go in achieving a robust and effective information sharing and service delivery platform. Over the next five years OIA plans to invest significantly in centralizing and standardizing its information technology platforms and services.

- Initiative 1: Engage the services of the OCIO Chief Data Officer to assess the current state of business intelligence in OIA and to obtain recommendations for improvement.

- Initiative 2: Invest in creating secure and effective information sharing and service delivery platforms within OIA for International Agreements, Student Exchanges and Education Abroad, Academic Programs, Donor Relations, and International Student and Scholar Services to improve the integrity and quality of information and accessibility to 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.

**Strategic Focus area: OSU Global Complex**

As the Land Grant University to the world, Ohio State’s physical infrastructure will need to accommodate the growing body of international students and scholars, growing numbers of students going abroad, and the growing number of faculty involved in international partnerships and collaborations. The current infrastructure is limited to office space for staff and administrators. As the University develops gateway offices around the world, it is important to provide prominently visible office space for the growing international capability of the University on the Columbus campus as well. Collaborating with Office of Advancement, OIA now has an International Advancement Officer whose responsibility will be to advocate for OIA-specific needs for fund raising purposes.

The Ohio State Global Complex would include offices for the OIA services and initiatives as well as living/learning environments for the student body across cultures, a central hub for international research activities and housing for distinguished international visitors. The Global Complex would be similar to what many of our benchmark institutions already have. It would also be a significant and visible indicator of the University’s commitment to its global image.

- Initiative 1: Partner with Space Planning to identify an appropriate site within the academic core.
- Initiative 2: Seek donor support for named complex.

**Tracking Our Performance**

As most of the units in Office of International Affairs were cobbled together from the previous Office of International Education, there appears to be little overlap in work of each of the divisions within OIA as each unit is (perceptually?) charged with a different mission. Consequently, part of the internal strategic engagement is aligning functions and roles of each unit/personnel to the core mission/vision of the one Office of International Affairs. Accomplishing that task will ensure that OIA is effective and efficient in performing its core functions as a seamless unit in The One Ohio State University. We are making progress with the internal strategic planning process and engagement, which will ensure that OIA’s mission, vision and values align well with the core values of Ohio State University.
The Office of International Affairs will continue to collaborate and facilitate internationalization based on its two overarching strategies to implement the President’s and Provost’s Council on Strategic Internationalization goals. We will achieve better resources alignment and utilization of shared services by working with other academic and service units across campus. Using 2012 as our base year, the Office of International Affairs will measure its successes on the scope and depth of its collaboration with other academic and service units to embed international dimensions in areas of teaching and learning, research and innovation, outreach and engagement and resources stewardship that result in Ohio State’s rise to global eminence.

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### Teaching & Learning Scorecard

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<th>Focus Area</th>
<th>Metric</th>
<th>2012 Baseline</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017 Target</th>
<th>Progress</th>
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<tr>
<td>U1 Area Studies Program Excellence</td>
<td>Undergraduate IP majors and (3) Graduate interdisciplinary MA-- Academic Quality Index</td>
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<td>Milestone under development</td>
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<td>U2 Support Education Abroad &amp; World</td>
<td>NSSE Enriching Educational Experiences (EEE) Score on Q, R &amp; Ranking among Benchmark</td>
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<td>U3 Collaborating to Increase International Content</td>
<td>No. of Courses with 30% Global Content; No. of Global May Education Abroad</td>
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<td>U4 Facilitate the Establishment of Global Education (GO)</td>
<td>No. Students Electing to Participate; No. of Students Graduating with GO Designation on Diploma</td>
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### Research & Innovation Scorecard

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<th>Focus Area</th>
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<th>2012 Baseline</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017 Target</th>
<th>Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>U5 Support International Research (IR)</td>
<td>Total Research Expenditures on IR</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>U6 Making International Research Visible</td>
<td>Number of International Research Collaboration</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>U7 International Scholars (IS) Productivity</td>
<td>No. of IS per Year &amp; no. of Joint Projects</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>
### Outreach & Engagement Scorecard

Establish mutually beneficial partnerships with the citizens and institutions of Ohio, the nation, and the world so that our communities are actively engaged in the exciting work of The Ohio State University.

<table>
<thead>
<tr>
<th>Focus Area</th>
<th>Metric</th>
<th>2012 Baseline</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017 Target</th>
<th>Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>U9 International Alumni</td>
<td>No. of clubs/members; no. of awards international alumni receive</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>U10 International Research Strategic Partnerships</td>
<td>OSU publications cited by international partners</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Data expected to be available for 2013</td>
</tr>
<tr>
<td>U11 Facilitating Strategic Partnerships</td>
<td>Signed MOUs for active state, national, and international partnerships</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>TBD</td>
</tr>
<tr>
<td>U12 Contributing to Critical Workforce</td>
<td>% of students completing an international internship, connecting to international Ohio</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>TBD</td>
</tr>
<tr>
<td>U13 Area Studies Off-Campus Programs &amp;</td>
<td>No. served; connections with heritage communities in Ohio; quality of programs</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>TBD</td>
</tr>
<tr>
<td>U14 P-12 Outreach</td>
<td>No. of teachers trained and students served</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>TBD</td>
</tr>
<tr>
<td>U16 Off-Campus Awareness and Visibility</td>
<td>Media reports of Ohio State International Initiatives and Innovations</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>TBD</td>
</tr>
</tbody>
</table>

### Resources Scorecard

Become the model for an affordable public university recognized for financial sustainability, unsurpassed management of human and physical resources, and operational simplicity and effectiveness.

<table>
<thead>
<tr>
<th>Focus Area</th>
<th>Metric</th>
<th>2012 Baseline</th>
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<th>2016</th>
<th>2017 Target</th>
<th>Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>U17 People: Culture Shaping and Organizational Development</td>
<td>% of OIA employees participating in planning and training to promote cross unit collaboration within OIA</td>
<td>5%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>95%</td>
<td></td>
</tr>
<tr>
<td>U18 IT: Information Sharing and Service Delivery through the Use of Technology</td>
<td>% of OIA units delivering services through unified technology platform</td>
<td>0%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>95%</td>
<td></td>
</tr>
<tr>
<td>U19 Physical Environment: OSU Global Complex</td>
<td>% progress towards integration into University Physical Plan</td>
<td>0%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>100%</td>
<td></td>
</tr>
</tbody>
</table>