

On Becoming a Global University: An OSU International Program Task Force Report

Task Force Members

- **David O. Hansen**, associate dean & director, International Programs in Agriculture, and professor, Dept. of Human & Community Resource Development (Chair)
- **Diane W. Birckbichler**, chair, Dept. of French and Italian, and director, Foreign Language Center
- **Larissa A. Bondarchuck**, graduate student representative
- **Trevor L. Brown**, assistant professor, Glenn School of Public Affairs
- **Richard K. Herrmann**, director, Mershon Center and professor, Dept. of Political Science
- **Alain S. Hunter**, Office of University Development
- **Grace L. Johnson**, director, Study Abroad;
- **Kay Bea Jones**, associate professor, Knowlton School of Architecture;
- **Mitchell B. Lerner**, associate professor, Dept. of History, Ohio State Newark
- **Anthony Mughan**, director, Undergraduate International Studies Program and professor, Dept. of Political Science
- **Alam M. Payind**, director, Middle East Studies Center
- **Daniel D. Sedmak**, executive vice dean, College of Medicine
- **Richard S. Stoddard**, associate vice president for Government Relations
- **Galal L. Walker**, director, National East Asian Languages Resource Center and professor, Dept. of East Asian Languages and Literatures
- **Constance E. Wanstreet**, assistant editor of the Ohio State Alumni Magazine
- **W. Michael Sherman**, Vice Provost for Academic Administration (*ex-officio*)
- **W. Randy Smith**, Vice Provost for Academic Programs (*ex-officio*)
- **Pearl Bigfeather**, chief of staff, Office of the President (*ex-officio*)

June 19, 2007

The Compelling Argument

It is commonplace to observe that the world is shrinking. Advances in communications, transportation, and manufacturing technologies have brought states closer together and simultaneously broadened and deepened their economic and cultural interdependence. Universities need to respond to this 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.

This report builds on a rationale presented by the National Association of State Universities and Land Grant Colleges that integrating international perspectives into the university academic experience will benefit our students, Ohio, the United States, and The Ohio State University. The stakes are huge and have major implications beyond the academic standing of the university. At least four reasons exist for the need to globalize the university.

- ***Students.*** Global universities recruit students from both home and around the world and provide them with the mindset and skills to compete effectively in a world where they compete effectively in global organizations and industries.
- ***Ohio.*** A globally oriented university will be a magnet for the best minds in the world to drive development, thus bringing the highest economic and cultural returns to our state and its communities.
- ***United States.*** The United States is a democracy and, therefore, its security depends on a citizenry that can understand the complex forces at work in the modern world and the choices the country faces in this environment.
- ***The Ohio State University.*** Scholarship, which is one of the principal products of universities, does not respect national or cultural boundaries since the types of problems studied cross them and the teams studying them most effectively are international in makeup and orientation.

Our International Programs Task Force is unanimous in its conviction that universities, like other national economic and cultural entities, must be global in orientation, reach, and reputation if they are to prosper, attain, and retain world-class status. All leading universities are reassessing their roles in this global environment, and competition among them for involvement and leadership is fierce.

The Ohio State University needs to identify globalization as an institutional priority. And it needs to recognize that being global is a continuous process of monitoring, reevaluation, and adjustment rather than a state of affairs to be attained. Globalizing our university will demand that we make informed decisions and follow up with appropriate actions.

The President's Charge

In response to these needs, President Holbrook appointed and charged this Task Force with reviewing current activities at Ohio State and peer institutions, examining the status of the Office of International Affairs, assessing the current status and impact of international activities on campus, and developing ideas for moving the University forward in this arena.

The Task Force maintained a bi-weekly schedule since it was charged in late January of this year. It met with the deans of the colleges in the arts and sciences, as well as the deans of the professional schools and the deans of the colleges of medicine and the health sciences. It also met with the dean's responsible for undergraduate education, graduate education and the branch campuses, and with personnel in the Offices of Undergraduate and Graduate Admissions. In addition, it reviewed the organizational structure for international activities at Ohio State and at 14 peer institutions.

Current Status

Current international activities at The Ohio State University are manifold and in many cases internationally distinguished. Every college and many departments now compete with distinction in the global environment of higher education, resulting in a series of impressive accomplishments in teaching and research. However, paradoxically, the cumulative impact in some instances appears to have been less than the sum of the parts. For example:

- The university employs faculty from 95 different countries, and hosts 1,600 foreign scholars and researchers from 84 countries and over 3,600 foreign students from 126 countries; however, it ranks only 14th nationally in terms of the number of its students who study abroad. The rank is much lower than 14th when proportion of student body studying abroad is ranked. OSU is ranked 7th in the Big Ten in terms of number of students who study abroad.
- The university offers more than 300 courses teaching 35 languages, but in addition to the Center for International Business Education and Research (CIBER) and the National East Asian Languages Resource Center (NEALRC), it has only three area studies centers that are funded as Title VI National Resource Centers (Slavic & East European, East Asia, and Middle East). In recent competition for Title VI National Resource Center funding, it actually lost its funding for the African and Latin American Study Centers. In the Big Ten, Indiana University and the University of Wisconsin each have ten federally funded international area studies centers.
- The university hosts the Byrd Polar Research Center and the Mershon Center for International Security Studies as well as other distinguished international programs in agricultural development, business, medicine, humanities, and law. At the same time, however, international activities do not figure in the university's academic plan, international opportunities are not always evident to students, and *Newsweek* does not list the university as one of the 100 top global universities in the world, while eight other Big Ten universities enjoy that recognition.

Reasons for this paradoxical situation are numerous. International activities are decentralized and uncoordinated and are frequently hampered by unsupportive administrative policies and procedures:

- Global aspirations are not present in the university's Academic Plan, leadership agenda, or priorities for private fund raising.

- Ongoing international research, instructional, and outreach activities are numerous, but highly decentralized, resulting in communication and coordination problems at the institutional level.
- The Office of International Affairs has not been able to pull together and coordinate information about activities across campus and has been insufficiently integrated into the academic activities of the colleges.
- Numerous examples of administrative and bureaucratic impediments to international, research, instruction, and outreach activities exist on campus; they delay the development and implementation of these activities or inhibit them altogether.
- The university has neither systematically nurtured relationships with our overseas alumni nor pursued a coherent strategy to harness their collective power as student recruiters, supporters of our programs, and global ambassadors.

General Recommendations

This section contains recommendations about how Ohio State can progress further along the path to becoming a global university. As a necessary first step, it concentrates on “big picture” university issues, purposely avoiding recommendations that might be germane to the activities of one college or group of colleges, but not others. The recommendations are meant to encourage the university to build an academic culture and administrative infrastructure that is global in both instinct and reflex. Its base assumption is that the “leg work” of becoming a global university properly rests with the colleges and their constituent academic units. However, it recognizes that central administration must take critical steps to provide a vision, vigorously promote it, and facilitate college and departmental efforts to make Ohio State a global university.

Recommendation I - A successful global initiative will necessarily come from, and be sustained by, the highest ranks of the university administration.

To put it simply, success requires that a sense of global mission and aspiration permeate the culture of the entire university. It must integrally inform the University Academic Plan, influence its pattern of institutional rewards and affect its administrative organization. In a large, diffuse and complex organization like Ohio State University, this means that the university’s global image and agenda need to be formulated and articulated time and again by the President and Provost before all constituent audiences. Those at the helm need to take the lead in monitoring, adjusting and propagating not only the global mission itself, but also the means by which this mission is to be put into practice.

Effective, continuous communication of this sense of global ambition is central to creating a shared global culture in the university. Moreover, it is a strategy and aspiration that needs to be championed with university academic and administrative stakeholders, the Board of Trustees, and the diverse non-university audiences in Ohio.

The Task Force recommends the following activities in order to facilitate implementation of this general recommendation.

- Integrate globalization into the University's Strategic Plan and emphasize its high priority status in all communications from the President and Provost.
- Create a Vice Provost for International Affairs position and task it with planning and implementing a university-wide program of internationalization. This Vice Provost should serve on the President's cabinet to facilitate cooperation with the essential administrative support units. This person should also serve on the Council of Deans in order to oversee and influence international activities in the college units.
- Create a central web-based clearing house that informs the campus and the world about internationally related programs and activities underway at Ohio State. OIA has recently hired a Director of Communications. Units across campus should be encouraged to feed information to this office so that it can play this role.
- Charge the arts and sciences colleges and professional colleges to designate senior officers responsible for international activities. Together with representatives from central functional support units such as research, finance, students affairs and legal affairs, these officers should then constitute a cross-College International Affairs Council (IAC) chaired by the Vice Provost for International Affairs. Principal IAC responsibilities should include (a) sharing information and, to the extent possible, coordinating the university's international activities and (b) developing an IAC repository of shared information and experience available via the OIA web-site.
- Require students to undertake a significant international learning experience – ideally overseas - as part of their undergraduate experience.
- Task the new standing GEC monitoring committee to identify and propose options from which students can choose.

Recommendation II - The university should formulate and follow a clearly defined global strategy with identifiable goals.

Not even a very large university like Ohio State can hope to become a comprehensive global university overnight. Nor is it wise to attempt to do so. As was true for the development of the University Academic Plan, a strategic mindset has to define the goals of the global initiative and guide the university in its pursuit of these goals. Many options and needs exist in this context. Strong academic units, that are competing to be among the best in their fields, should receive special support. International cooperation at all levels should be encouraged and appropriately rewarded. More excellent foreign students need to be recruited. Many more of our own undergraduate students should study abroad and ways should be found to provide them with financial support to do so. More of our students need to become truly proficient in foreign languages. More of our graduate students should receive financial support to conduct field research overseas. And more resources should be identified to promote student and faculty exchanges, jointly taught courses, and perhaps joint

degrees. In addition, the University needs to invest heavily in global distance education and maintaining representative offices or even campuses overseas.

The University cannot and should not even try to address all these needs and desires simultaneously. Rather, it should develop a strategic plan that represents an overall strategy and identifies priorities within it. Implementation of this plan will primarily be the responsibility of colleges and departments. However, a framework for it will need to be formulated at the center if it is to have a significant mobilizing impact on university international activities and the university reputation in the international arena. The central administration should provide resources, guidance, and oversight to keep the plan on track.

The Task Force recommends several activities to facilitate implementation of this general recommendation.

- Appointment of a Strategic International Planning Task Force charged with defining Ohio State's distinctive signature among the universities that are global. This Task Force should analyze assets, market opportunities, and the preferences of strong units on campus in order to identify priorities for investment among the myriad of possibilities in the broad domain of internationalization. The Task Force should be led by senior scholars focused on university rather than sub-unit interests and goals. Colleges should be invited to make proposals to the Task Force for investment funds to help in their endeavors to make Ohio State a global university. The Task Force should also identify alternative ways for Ohio State to enhance its presence abroad including, among other things, joint degree programs, strong international research partnerships, and overseas campuses. Task Force activities should be coordinated with the IAC by including a small number of IAC members on this Task Force.
- Charge the Office of University Relations, together with OIA and the IAC, to develop and disseminate information about how globalizing the University enhances its ability to fulfill its role as a Land Grant institution and as an engine of economic and cultural growth for the state of Ohio.
- Charge the college deans with the task of identifying how the curriculum in their respective colleges can best include a significant international component. This can include the identification and/or creation of courses with international content. It can also be achieved by providing study abroad opportunities for students to take courses with specific international in content as well as others that are substantively related to the student's major or elective fields taught overseas, but taught overseas.
- Charge the Office of Development and requesting the Alumni Association to improve the tracking of, and contact with, overseas graduates. This should include strategies for enhancing development campaigns and recruiting graduate students overseas.

Recommendation III - Senior administrative officers of the university should reform bureaucratic culture and procedures so that international activities and transactions become as reflexive, simple and straightforward as those in the United States.

Some administrative procedures within the university are major obstacles to becoming a global university. Many international transactions are extremely laborious. Examples are the lack of sufficient space on forms to fill in overseas addresses, difficulties in transferring funds overseas to book conference facilities and to manage study abroad programs, impediments to establishing appointments for foreign academics at OSU's expense, transactions related to international student admission, and difficulties associated with sending honoraria overseas to support research conducted outside the U.S. Associated procedures are cumbersome, wasteful of investigator and fiscal officer time and effort and often counter-productive. In some cases faculty and students are disadvantaged by the system's inability to distribute resources in a timely fashion. The operational culture and procedures associated with all major university administrative offices need to be transformed so that procedures for international transactions are more clearly defined, operationally straightforward, and are as instinctively familiar to administrators as are those for U.S. restricted programs.

Some regulations and restrictions are externally imposed such as those for international transfers of money. We recognize that not much can be done about them. However, some constraints, such as the design of forms used to conduct business, fall entirely within the university's purview. A series of minor changes to reduce these bureaucratic obstacles would greatly facilitate international transactions, and by inference international program activities. Senior university administrative officers should be tasked immediately to work on these constraints, using information provided by appropriate faculty.

The Task Force recommends several steps to implement this general recommendation.

- Instruct the appropriate Vice Provosts to develop templates to: 1) facilitate global programming by units at OSU, and 2) establish joint programs, certificates, and degrees with partner institutions overseas.
- Instruct senior officers who are in charge of central support units to facilitate internationalization. These units include the Office of Finance, Human Resources, Development, Legal Affairs, Research, and Student Affairs. These senior officers should identify representatives to serve on the IAC and to take the lead in facilitation of international programs by their respective units.
- Review the alignment between the current budget system and incentives for studying abroad. In particular, deans and chairs should review financial incentives that can be provided to encourage students to study abroad.
 - Task the campus wide budget review committee to include a section in its report on the implications of the budget system for study abroad.
 - Charge the Office of Development with promoting the idea of endowing study abroad opportunities and programs.
 - Request the IAC to review different models for study abroad including both the maintenance of an in-house operation and contracting a non-university

unit to implement these programs. OIA should consider preparing a report for the IAC on this topic.

- Request the IAC, together with the Office of Student Affairs and OIA, to review the status of current efforts to integrate foreign and U.S. students outside the classroom. This should include living and social arrangements, activities specifically designed to mainstream foreign students, and activities designed to familiarize U.S. students with foreign cultures and living conditions.

Recommendation IV – Globally related campus activities and the progress being made to internationalize the University should be continuously monitored.

In order to implement this general recommendation, the Task Force recommends the establishment of a small Standing Advisory Committee, answerable to the President and/or Provost. It should be charged with the responsibility to make Ohio State a truly global university. This Committee can be the Strategic Planning Task Force described above. It should consist of senior, internationally focused academics, the Vice Provost for International Affairs and a several representatives from the International Affairs Council.

Summary

The university has substantial strengths and past successes in the international arena. Thus, it can easily become a premiere global university and be recognized as such. To accomplish this status, the university needs to take advantage of the experience and expertise extant on campus. This Task Force has identified major obstacles to achieving this status and has provided several recommendations about how to overcome them. However, it did not have time to discuss in depth specific ideas about how to work with administrators to implement the recommendations across the board. This work remains to be done by the proposed Strategic Planning Task Force, the IAC, and/or the future Standing Advisory Committee to the President and/or Provost.

Summary of Major Themes from Deans' Cluster Meetings

	Arts & Sciences	Health Science	Professional Colleges
Need a vision of what Ohio State wants to be internationally.		●	
Need to develop a strategic focus for our international efforts and strategic partners (e.g., particular countries, regions, technologies, or themes).	●	●	●
Gain support for international efforts from Ohio's legislative and business stakeholders.			●
Establish clearinghouse to document international activities and knowledge about how to accomplish activities internationally.	●	●	●
Develop templates to facilitate international activities, such as joint degrees, study abroad credit, coordinating central and college resources for study abroad program management, and starting degree programs outside the U.S.	●		●
Involve international alumni in the university's global efforts.	●	●	●
Commit development officers to international efforts.	●		
Explore use of distance education in international work.		●	●
Ensure that international activity is professionally recognized.		●	
Collaborate across programs, centers, and/or colleges to develop content for global engineers, global health specialists, etc.		●	
Communicate Ohio State's brand to international audiences.	●		