

## **Proposed Strategy, Principles and Criteria for University Level International Partnerships**

### **Preamble**

Partnerships will advance the academic plan of The Ohio State University by capitalizing on the comparative advantage of the partner or by the comparative advantages that are derived from the collaboration amongst the institutions.

### **Strategic Purpose of Partners**

Despite Ohio State's considerable success, it has not taken full advantage of the opportunities available through international cooperation. To insure that faculty and students have access to the leading ideas in their fields and that students acquire a global perspective that will serve them both in the marketplace and as citizens, it is necessary to increase Ohio State's international profile. The strategy to accomplish this that is proposed here rests on three main principles.

- 1) It is best to focus on a few (5-6) principal strategic partners that Ohio State chooses rather than responding to the myriad of universities that approach OSU. This will allow Ohio State to concentrate its finite resources on strategic partners that are most likely to enhance Ohio State's academic opportunities and reputation.
- 2) Developing substantial experience with a few strategic partners will increase the ease of academic cooperation and lead to more Ohio State students studying abroad. Over time by coordinating schedules, courses, credit, and research opportunities the extraneous costs of overseas experiences will drop and more students and faculty will participate. As they do, economies of scale can be realized.
- 3) The university's commitment to a select set of strategic partners will not preclude cooperative endeavors with other universities that individual units, faculty members, and students find useful to pursue. The purpose of the strategic partnerships is to amass weight around a few highly visible opportunities for research and learning that embellish Ohio State's global signature.

### **Academic Criteria for Evaluating Potential Strategic Partners**

- Partnerships need to involve multiple points of interaction (e.g., faculty research and exchange; student exchanges; study abroad; joint teaching programs).
- Partnerships need to rely on multidisciplinary participation, with the involvement of several colleges and departments within colleges.
- Partnerships should enhance faculty professional advancement and elicit faculty participation because the partnership opens such opportunities.

- Partnerships should build on existing college/department relationships of high academic value.
- Partners need to be an attractive environment for student study abroad, providing academically meritorious programs and socially and culturally rewarding experiences. They will be locations for enhanced study abroad programs.
- Partnerships need to promise long term (more than 5 years) collaboration
- Partnerships should promise advantages for the recruitment of a diverse and talented student body.
- Partners need to have an institutional orientation and academic culture that promotes scholarly excellence.

### **Financial Criteria for Evaluating Potential Strategic Partners**

- The identification of venture capital should be integrated into any proposed initiatives. Capital advanced for an international endeavor must be recovered in accordance with a business plan.
- Opportunities must be budget neutral for OSU.
- Affiliations must respect and protect the intellectual property of both institutions
- Risk should be clearly identified and considered, maximizing student, faculty, and staff safety. Termination of a venture in response to changed circumstances must be possible.
- Opportunities that are likely to receive third party funding (e.g., corporations, foundations) will be given priority.
- Competitive advantage of international experiences should be assessed and assessments made of the shared cost for such activities (e.g. program fees for students, shared administrative costs).
- Taking advantage of state level activities, for example collaborating with the Ohio Dept. of Development and its trade offices abroad is a plus. So is taking advantage of Columbus and Ohio initiatives.
- Taking advantage of private sector involvement such as collaborating with Ohio-based R&D industrial and service enterprises is a plus.

### **Possible Key Regions in which to search for Strategic Partners**

Europe, China, India, South America, Mexico

### **Content and Process Issues for Consideration**

- Degrees: Creation of dual degree and/or joint degree programs
- Research: Creation of joint centers of excellence with appropriate (internal/external) funding and focus (e.g. Targeted Investment in Excellence Centers)
- Facilities: Creation of new campuses and facilities abroad
- Distance Learning: Creation of distance learning and education opportunities
- Process Issues: Negotiations with international partners will be coordinated through the Office of International Affairs and diplomatic protocols should be developed that align similar level officials in negotiations to develop international relationships (e.g. president to president, provost to provost, dean to dean).
- Public Relations: International activities will be showcased centrally (web site Ohio State Global).
- Academic Year Format: Movement to semesters will facilitate international cooperation.
- Governmental Involvement: Agreements should have appropriate government ministry or department-level signatories.