1. INTRODUCTION

The Internationally Significant Research working group of the Internationalization Strategic Plan has identified a university-wide internationalization goal and recommends three basic themes for changes to Infrastructure, Culture, and Messaging, with relevant initiatives and tactics as outlined in Section 3 of this report.

To examine the various dimensions of international research — including research on international topics and with international collaborators as well as international researchers on campus and campus researchers abroad — at Ohio State and in the country, the working group met three times and exchanged numerous emails; the chairs participated in meetings with the international liaisons from the colleges, as well as with the chairs of the Center for Languages, Literatures and Cultures and foreign language departments; the chairs solicited feedback from the libraries and attended to additional feedback through the Internationalization Strategic Planning website and other means, such as the Internationalization Interview of Stakeholders Summary; and the working group shared and examined international research-related reports.

This report is organized as follows. In Section 2, we provide background information for the working group’s goal, themes, and initiatives. In Section 3, we propose the overarching goal, three themes, and seven initiatives, with specific tactics to aid implementation.
2. BACKGROUND

The working group identified a number of questions and through discussion came to a certain consensus about the topic we were charged to investigate.

First, it was necessary to define “internationally significant” research. All Ohio State faculty engage in research, and research inherently has the ability to have a global impact and/or be “internationally significant.” We believe that our topic includes:

- research that engages international material/topics/collaborators,
- research that has an international reach, i.e. that is shared/noticed/built upon by scholars and/or news media across the world
- research that is enhanced by international travel, i.e. bringing international researchers to Ohio State’s campus, in real terms or virtually, and research facilitated by Ohio State faculty travel abroad to research sites, workshops, and conferences.

Next, the group considered what criteria/metrics we should use to gauge the significance and reach of Ohio State faculty’s research. We agreed that setting specific numerical goals — numbers of publications, numbers of international citations, etc. — was too difficult on this comprehensive campus. Some metrics such as world indices can be used, with care. Specific goals can be set, for example numbers of outgoing and incoming Fulbright and other international scholars, and support for international engagement and affirmation of its importance will enhance Ohio State scholars’ ability to win these and other awards, but the quality of international scholarship is the most important index of our success. One way to increase its impact is to facilitate faculty and graduate student research in international arenas and share results widely through publication, international collaborations, and communication to the public.

The vast nature of our campus, and the varied types of research its scholars conduct, suggests that each college and/or unit should promote, publicize, and support research on an international stage. Some activities and programs can be managed through the Office of International Affairs (such as Fulbright scholars), but others should be more local. Ohio State’s Discovery Themes can to some extent guide and facilitate research to help it reach an international audience and/or to increase its significance and impact on an international scholarly agenda, but the gaps between Discovery Themes should also not be ignored. Extant research facilities, including the Ohio State Libraries, Byrd Polar and Climate Research Center, etc., are among Ohio State’s strongest assets, and they can continue to be leveraged for significantly more international impact.

The final question the working group addressed was what support faculty need in order to (continue to) pursue and produce internationally significant research. Recommendations below include expanded research and travel grant opportunities, support for international conferences, and infrastructure for hosting conferences, in real space and virtually. Here again, one asset the university already has are the Gateway Offices, which if properly mobilized can facilitate and contribute to increasing the international reach of Ohio State research.

It became clear from the working group discussions and meetings that Ohio State needs to expand support for faculty research and travel and send a strong message about the importance of international scholarship, while respecting each unit’s autonomy and priorities. Challenges in international research include export concerns and the need for due diligence, as well as the decentralized nature of the university. For example,
the Graduate School, in theory, has funding and support for graduate students, who do considerable research at the university, while at the same time those students work under faculty in the many colleges. The various units on campus — including the Graduate School — need to work together and present a united message about the importance of and possibilities for international research. Ohio State has a strong international “brand” and can leverage its resources — including human resources as well as research and library facilities — to increase the reach of its scholarship. This working group feels strongly that the university will have to invest fiscal resources into faculty and graduate student research, expand infrastructure including facilities for international meetings and visiting scholars, and utilize the voice of university leadership in order to make a visibly more significant international impact over the next decades.

3. GOALS, THEMES, TACTICS

This working group proposes the following goal for Ohio State’s international research:

Ohio State strives to elevate the infrastructure that supports international research and creative expression, facilitate collaborations with renowned partners across the world, and place a spotlight on successful research and collaboration to improve global visibility.

Theme 1: Infrastructure

Initiative 1: Build an international research infrastructure that supports and encourages collaborations with global scholars

Tactics

- Evaluate research leave policy to provide release time for Ohio State scholars to conduct research or partner internationally
- Develop an international travel scholar fund for Ohio State faculty to research and attend conferences abroad
  - Create fund and designate advancement resources towards fund raising for international travel for Ohio State researchers
  - Develop evaluation policy for merits of international travel
  - Create different evaluation mechanisms for travel to countries of varying socioeconomic status and different university systems
- Build or develop housing for international scholarship
  - Develop housing solutions for international students, scholars, collaborators
- Identify a facility and conference room(s) that are capable of hosting international conferences, including virtual conferences, with global research partners
  - Identify dedicated space
  - Develop a funding model for continuous technology investment to maintain conference hosting viability
- Create mechanism for booking and collecting hosting fee
**Initiative 2:** Create mechanisms to allow investigators at Ohio State to discover potential internal and external research collaborators and partners

**Tactics**
- Create cohorts of incoming faculty to build relationships with peers across departments, schools and colleges
- Build relationship database that tracks Ohio State research interests, expertise, partnerships, and relationships to help identify research partners and global opportunities and connections
- Facilitate research collaboration with Ohio and international business and industries, including manufacturing, service provision, knowledge transfer, NGOs

**Initiative 3:** Provide a nationally ranked and internationally recognized research library that advances innovative research and creative expression

**Tactics**
- Continue to build world-class international collections and support English language scholarship in print, digital, and other media
- Through the University Libraries’ International and Area Studies Department, provide an expert gateway supporting collaborations with global scholars through international reference services and research connections to information and scholarship related to area, international, and global studies
- Support discovery, access, and delivery of resources through seamless and iterative development of Libraries’ user services to provide deep and rich search results and multiple delivery methods
- Identify funding to support development of multi-lingual cataloging and finding aids to provide records in the original language of the library resource and in English
- Create funding for acquisition and appropriate platform for international audio/visual materials required for research that are not available through major library vendors

**Theme 2: Culture**

**Initiative 1:** Provide education to departments regarding the prestige of international research, citations, and awards

**Tactics**
- Leadership promotes international research and scholarship and highlights its significance
- Create merit review of impact and importance of international publications
- Consider international awards when considering P&T

**Initiative 2:** Create awards for Ohio State faculty recognizing the top international research conducted in the past year

**Tactics**
- Work with advancement to develop funding for international research awards
- Create diverse awards committee
- Develop criteria for award recognition (potential categories include global impact, international partner discovery, etc.)
• Highlight graduate student international research through partnership between Office of Research and Graduate School and specific funded awards

**Initiative 3: Create an international scholars program to solve complex problems and foster entrepreneurship**

**Tactics**
- Address global problems including climate change, poverty, sustainability
- Bring together international experts to solve global societal problems
- Designate a facility and forum for Think Tank meetings and public presentations

**Theme 3: Messaging**

**Initiative:** Develop a robust communication system that disseminates international news, research opportunities and fosters relationships between faculty and staff at Ohio State

**Tactics**
- Create infrastructure within each college to create and facilitate global connections
- Include international language in job descriptions for faculty across the university
- Highlight international research on department, college, program, and Office of Research websites