INTRODUCTION

The Strong International Partnerships and Collaborations working group of the Internationalization Strategic Plan, which consists of the following members, recommend a vision and six initiatives, as outlined in Section 3 of this report.

- Etsuyo Yuasa: director, East Asian Studies Center, Office of International Affairs; associate professor, Department of East Asian Languages and Literatures (Chair)
- Padmini Roy-Dixon, executive director, Global Gateways and Partnerships, Office of International Affairs (Co-chair)
- Seth Faith, strategic alliance officer, Infectious Diseases Institute
- Laura Fernandez, assistant dean, Law School
- Garett Heyssel, assistant dean, College of Arts and Sciences
- Josh Knights, director of Partnerships, Sustainability Institute
- Joanna Kukielka-Blaser, director, international partnerships, Office of International Affairs
- Tatiana Suspitsyna, associate professor, College of Education and Human Ecology; faculty affiliate of the Center for Slavic and East European Studies

To examine the landscapes of international partnerships and collaborations at Ohio State and in the country, the partnership working group met three times and exchanged numerous emails; the working group chairs had meetings with the following individuals and groups between November 2019 and January 2020; and the chairs closely examined data provided and partnership-related reports.

1 The reports that we studied include:
- OIA International Partnerships Annual Reports 2017 and 2018
- Ohio State internationalization interview summary
- American Council on Education reports at https://www.acenet.edu/Research-Insights/Pages/Internationalization/Global-Partnerships.aspx
- Penn State Global Collaborations/Agreements Processing Benchmark Report 2019
- Gallaudet University’s three “grant themes” of internationalization
- Unisolution’s International partnership and agreement practices survey North America 2019
BACKGROUND FOR OHIO STATE’S INTERNATIONALIZATION
PARTNERSHIPS AND COLLABORATIONS

To be a leader of internationalization in the 21st century, the metric for Ohio State with regards to International Partnerships should not be the number of agreements, but whether they produce results and move the needle forward (quality over quantity). It is important to value a partnership that's longstanding instead of chasing every partnership.2

Every college’s concept of internationalization and priorities is different. Hence, the one-size-fits-all model does not work across campus.

Sifting through the information gathered in our meetings, there were a few recurring comments:

1. Ohio State has a healthy number of agreements (MOU, 135; MOA, 49; Student Exchange Agreement, 29; Cooperative Degree, 7; Other, 4).3 Leading colleges are the College of Arts and Sciences (16%), College of Food, Agricultural, and Environmental Sciences (16%), College of Law (13%), College of Education and Human Ecology (9%) and College of Business (9%). However, support for international partnerships (e.g., funding) is decreasing in some parts of the university. This is a challenge. To value longstanding partnerships, the university and the Office of International Affairs need to step up to advocate for strong partnerships (feedback from Center of Languages, Literatures and Culture meeting). See Initiatives 1 and 2.

2 According to the International Benchmarking by Robin Helms and Haelim Chun (October 2019), “Big 10 are more likely to be moving toward fewer partnerships.”
3 Ohio State internationalization planning: Data and trend report, October 1, 2019.
2. Ohio State’s internationalization efforts are decentralized and employ a grass roots approach. This is both a challenge and an opportunity. On one hand, there is a lack of a central internationalization theme that binds all the colleges together. On the other hand, many colleges and departments have strong existing partnerships that address their priorities. Therefore, the key question is how to support individual efforts to promote partnerships while connecting different units and individual stakeholders. See Initiatives 1 and 2.

3. Ohio State already has a robust database for tracking existing partnerships. However, there is no system that gathers information about what units, faculty and staff are currently working on or what they plan to work on. Aspirational information of new partnerships will allow the university to help stakeholders more proactively, encourage collaborations among different units, faculty, and staff, and help leadership identify future internationalization strategies. This is an opportunity. See Initiative 3.

4. There are growing interests for corporate engagement, such as consulting projects for undergraduate and graduate students, experiential training and international company visit tour programs. The Fisher College of Business and Moritz College of Law are two strong proponents. This is an opportunity. See Initiative 4.

5. In this highly interconnected and complex world, universities are expected to undertake additional measures on research security and execute due diligence on issues, such as IP licensing, dispute resolution, tax implications and risk management. This is a new challenge. The university must develop clear guidance on ways to develop international partnerships and collaborations while assessing and rating any inherent risks involved, with units such as the Office of Legal Affairs and the Research Security Governance Board. See Initiative 5.

6. Currently visiting delegations are entertained in an ad-hoc manner. This is a problem and a challenge because Ohio State’s international partners should be treated with respect and care. (Furthermore, the visits of foreign government officials must be dealt with properly [e.g., the Foreign Missions Act]). If delegations’ visits are taken care of systematically and coordinated with the aspirational information of new partnerships on campus (see #3), more meaningful connections will be made. This will be an opportunity. See Initiative 6.

What is clear from the working group discussions and meetings is that Ohio State should focus on improving the quality of partnerships and identifying its future direction while respecting each unit’s autonomy and priorities. There are challenges, such as decreasing support and more expectations for due diligence. At the same time, Ohio State enjoys strong existing international partnerships across campus, and there are new initiatives (e.g., corporate engagement) to buoy alliance building. In this context, this working group believes that it is imperative that the university provides thoughtful and meaningful support that empowers the stakeholders of international partnerships on campus.

**VISION AND INITIATIVES**

To address the challenges and seize opportunities described above, this working group proposes the following vision for Ohio State’s international partnerships:

**Ohio State strives to cultivate and steward lasting international partnerships that advance shared goals by leveraging complementary strengths, creating new knowledge and celebrating diversity.**
To put the vision into action, we propose the following six initiatives:

1. **Develop grants to support and elevate existing partnerships and cultivate new partnerships.**
   a. Work with advancement to raise philanthropic funds for international partnerships
   b. Create criteria for international partnership awards
   c. Communicate the availability of grants to faculty and staff

   Justifications: Some units are fund-strapped to keep existing partnerships even if they have strong programs. Capacity to support international partnerships is uneven across the colleges. Furthermore, grants will incentivize different units, faculty and staff to develop new partnerships.

2. **Showcase successful international partnerships in order to raise profile and share model of partnerships**
   a. Create awards for “best-in-class” partnerships to provide a tool to highlight impactful relationships campus-wide
   b. Feature and promote stories about successful international partnerships

   Justifications: Sharing success stories and showcasing exemplary partnerships will empower current partnership stakeholders as well as motivate future partnership stakeholders to develop strong partnerships.

3. **Identify strategic targets for future partnerships and ensure the quality of partnerships**
   a. Collect data on ongoing or future partnership-related activities
   b. Share list of leading aspirational partners

   Justifications: The intent is to encourage collaborations. By knowing who is working on what, we can effectively connect units, faculty and staff who work on similar projects, with same partners, or in the same area. The information can be additionally used to connect units/people on campus with visiting delegations to begin conversations on future partnerships.

4. **Increase international research, internships and programs through corporate partnerships to increase competitiveness of Ohio State and its students**
   a. Set a goal for the Global Gateways to secure two to three new corporate partnerships in each country annually
   b. Strengthen partnerships with current corporate partners with international presence

   Justifications: Workforce development is important for the state of Ohio. There is already an upward trend in international internships/externships at Ohio State, which the Fisher College of Business and Moritz College of Law plan to accelerate. Furthermore, to make Ohio State’s research more sustainable, research funding portfolios need to be diversified. The Global Gateways, through their presence in three regions, can add a layer of support to effectuate student engagement, alumni relations and research collaborations.
5. Develop a multi-tiered system based on the different needs of partnerships to clarify the development process
   a. Categorize partnerships in accordance with the type of oversight required
   b. Develop different sets of instruction for different types of partnerships
   c. Offer informational sessions to cover the components of an international partnership including agreements and resources

Justifications: Not all partnerships require the same level of scrutiny. By developing a multi-tiered system of partnerships, the university will be able to use resources efficiently and provide more support for the partnerships that require careful oversight. Clear information about the development of partnerships and collaborations will demystify the process and ensure that units, faculty and staff do not stumble over legal and compliance issues.

6. Utilize the Global Gateways as active ambassadors to connect delegates with different units based on aspirational data

Justifications: The Global Gateways is a unique and innovative asset of Ohio State. The Gateways has de-risked partnerships in the regions where they are based, promoted the Ohio State brand and connected visiting delegates with different units. With additional resources, the working group recommends that the Global Gateways play a bigger role to manage visiting delegates not only from Brazil, China and India but also from other areas of the world and connect the delegates with different units on campus with the information on partnerships (see Initiative 3).