In Brief: Trends Impacting on OHIO Global Strategy

1. **Global Trends**
   a. Exponential growth in artificial and virtual intelligence and advanced technology
   b. Increased tension between nationalism and globalism
   c. One world within the universe
      i. Borderless and boundary-less
      ii. Exponential investment/development of outer space
         1. Infinite frontier of possibilities and risks
      iii. Local, international, global and universal issues are interconnected
   d. UN Sustainable Development Goals; a universal policy agenda for compounding global issues
      i. Imperative for sustainable Innovation and development
   e. Recognition that it is investing and supporting humanity and culture with science and technology in the public and private sectors that is required for addressing large and small global/universal questions and advancing world-wide social and economic development

2. **Higher Education**
   a. Higher education:
      i. Increasingly viewed as the most important global institutional resource for advancing sustainability
      ii. Challenged to be an example to the world charged to prepare the next gen to lead with a sustainable humanity lens
      iii. University and global vision necessitated to be one and the same
   b. Investments in Higher Education: Decreasing in the US, increasing in Asia and unstable across the continent of Africa
   c. Ranking matters and Asia is on the rise
   d. Recruitment shifting to Asia and Canada
   e. Enrollment decreasing in US institutions, including the State of OHIO

3. **OHIO**
   a. President and new Senior Leadership
   b. Global strategic framework and set of strategic priorities in place since Fall 2017
Intentionally Global for sustainable innovation and development

Leveraging OHIO’s past and academic excellence to build its future as a global academic institution for cultivating:

1) Globally engaged faculty, staff, students and alumni;
2) Globally diverse, inclusive, informative and cooperative campus, curriculum, scholarship, and community; and
3) Globally connected and profiled academic leaders and their institutions, including OHIO.

OHIO value is Global value

Graduating citizens competent, confident, connected, cooperative and compassionate to become global leaders with enthusiasm and a vision for a better world.
Strategic Framework and Definitions

Strategic Framework for Globalization

Global Vision
- Best TRANSFORMATIVE learning and knowledge network...
  "alumni become global leaders
  Sustainable innovation and development by all for all, and with all"

Global Mission
- Leading globally for Good, Preparing Global Leaders
  "Diversity, Inclusion and Cooperation"

Global Output
- Graduates with the potential for Global Leadership
  "Confident, Confident, Connected, Cooperative and Compassionate"

Strategic Outcomes
- Education, Research, and Creativity
- Mobility of Knowledge and Experience
- Diversity of Campus Life
- Relations and Profile

Supporting Priorities
- Governance, Management & Infrastructure
- Plan, Data, & Metrics
- People, Partners, & Networks
- Communications
- Finance, Administration, & Revenue Models

Defining Global Strategy: Outcomes of Four Pillars

Global Education, Research, and Creativity
- Accessing education, research and innovation that engages in critical inquiry, creativity and intellectual development and, includes the study of world trends, issues and events; past, present and into the future.

Global Mobility of Knowledge and Experience
- Mobilizing global opportunities that develop academic, service, technological, and professional experiences and advances innovation on and off OHIO campuses.

Global Diversity of Campus Life
- Bringing the world to OHIO to foster campus communities that contribute to the ideals of citizenship.

Global Relations and Profile
- Creating opportunities to build a network to share experiences, qualities and creativity in education, research and innovation that is impactful.
STRATEGIC FRAMEWORK FOR GLOBALIZATION

Global Vision
- Nation's best TRANSFORMATIVE learning community, creating and supporting GLOBAL leaders

Strategic Outcomes
- Education, Research, and Creativity
- Mobility of Knowledge and Experience
- Diversity of Campus Life
- Relations and Profile

OSGIS Unit
- Center for International Studies
- Office of Global Opportunities
- International Student and Faculty Services
- Office of Global Affairs

UG-Subcommittee
- Global Education, Research, and Creativity Committee (GERC)
- Global Mobility Committee (GMC)
- Globalizing the Campus Committee (GCC)
- Global Relations and Profile Committee (GRPC)

Study Away Committee (SAC)
Global Travel Fund Committee (GTP)

Global Agreement Review Committee (GARC)

OFFICE OF GLOBAL AFFAIRS AND INTERNATIONAL STUDIES

Global Vision
- Nation's best TRANSFORMATIVE learning community, creating and supporting GLOBAL leaders

Units
- Center for International Studies
  - Undergraduate, Graduate, and Certificate Programs in Area and Development Studies; Global Leadership Center
  - 300+ students
- Office of Global Opportunities
  - Domestic and international study away programs; bilateral student exchange programs
  - 50-70 programs and 1,000+ students in 80 countries
- International Student and Faculty Services
  - Immigration support and advising; Academic and non-academic programming and services; International Student Union; International Week
  - 1,400+ students
- Office of Global Affairs
  - Pan-university strategy and mainstreaming; Partnerships and relationship management; Communications; Data analytics; International Education Week; International Committees

Programs and Clients
- 1 G1 GLC Director, 6 Program Directors, 2 Assistant Directors, 2 Admin Staff
- 1 Director, 1 Associate Director, 4 Advisors, 1 Admin Assistant for front desk
- 1 Director, 1 Associate Director, 4 Advisors, 1 Admin Assistant for front desk
- 1 Director of Operations (only 35% at this time), 1 Associate Director (strategy and planning), 1 Communication Coordinator, 1 Partnership Coordinator, 1 Admin Assistant
OHIO’s Global Strategy

1. Recruiting and Supporting Global Students and Alumni

- Recruitment/Enrollment
- Alumni Relations/Development
- Onboarding/Orientation
- Career & Leadership Development
- Academic/Non-Academic Advising

**Expected Outcomes**
- Diverse and inclusive campus and community
- Increased number of globally engaged international and domestic students and alumni


- Global Research
- Global Mobility
- Global Curriculum
- Global Network

**Expected Outcomes**
- Globalized curriculum leading to increased global learning outcomes
- Increased global research activities
- Globally active and engaged faculty, staff, and students
- Stronger global partnerships and network that support OHIO’s academic mission

3. Supportive Environment for Informed Global Community

- Monitoring & Evaluation
- Relationship Management
- Communication

**Expected Outcomes**
- Better informed and engaged university stakeholders
- Assurance of quality programs, services and infrastructure to mainstream globalization
- Consolidation of existing and outreach to new regions/countries and sectors that leverage OHIO’s excellence agenda
### President Strategic Priorities & Global Strategy

<table>
<thead>
<tr>
<th>President Strategic Priorities</th>
<th>RECRUITING AND SUPPORTING GLOBAL STUDENTS AND ALUMNI</th>
<th>ACHIEVING EXCELLENCE IN A GLOBAL ACADEMIC MISSION</th>
<th>SUPPORTIVE ENVIRONMENT FOR INFORMED GLOBAL COMMUNITY</th>
</tr>
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<tbody>
<tr>
<td>Strengthening global engagement efforts</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>Supporting the outstanding faculty and staff of Ohio University by investing in them</td>
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<td>✓</td>
<td>✓</td>
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<tr>
<td>Enhancing graduate student stipends and related benefits</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>Strengthening the University’s public service mission</td>
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<td>✓</td>
<td>✓</td>
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<tr>
<td>Enhancing the University’s national research and creative profile, while incentivizing interdisciplinary collaborations</td>
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<td>✓</td>
<td>✓</td>
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<tr>
<td>Seeking a more robust OHIO Online Engaged Learning enterprise (WOW)</td>
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<td>✓</td>
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<tr>
<td>Enhancing the campus infrastructure and ensure a sustainable financial model</td>
<td>✓</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Enhancing the University’s national position as a leading edge laboratory for sustainability</td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Taking our branding and marketing efforts to greater heights by finding new, strategic, consistent, and rhetorically powerful ways to talk about the University</td>
<td></td>
<td></td>
<td>✓</td>
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<tr>
<td>Strategically reconnecting with the University’s 232,000-strong alumni base</td>
<td>✓</td>
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<td>✓</td>
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</tbody>
</table>
Implementation of Global Strategy

Definition of Globalization at OHIO
Advancing diversity, inclusion, and cooperation for sustainable innovation and development

Role of OGAIS
Enablers and facilitators

1. Recruiting and Supporting Global Students and Alumni

   a. Initiated

      i. Phase 1: International student strategy: China
      ii. Engagement with alumni in Asia and Ecuador

   b. Next Priority

      i. Supporting global diversity and inclusion
      ii. Expanding engagement of alumni in Africa
      iii. Phase II: International student strategy: Malaysia and Vietnam
      iv. Increasing student programming to foster integration, increase understanding of Appalachia/US, offer career development, strengthen faculty/staff advising

   OGAIS Units: ISFS, OGA, CIS

2. Achieving Excellence in the Global Academic Mission

   a. Initiated

      a. Globalizing the curriculum, COIL program, and Innovations Strategy
      b. OGO: Use of technology for risk mitigation and information management

   b. Next Priority

      v. Investment in faculty mobility and recruitment to strengthen and expand global reach in research, education and experiential learning
with increased focus on sustainable innovation and development; partnership approach to programming

vi. Academic programming in globalization for all students

vii. CIS: invest in diversifying academic programming, define niche and increase competitiveness; become an OHIO platform for global studies, research, leadership and languages

OGAIS Units: CIS, OGO

3. Supportive Environment for an Informed Global Community

a. Initiated

   a. Reengaging Asia and extending institutional reach to Ecuador and the continent of Africa
   b. Developing global strategy
   c. OGA: Creating tools for reporting on university-wide globalization goals for achieving its vision
   d. Increasing on campus visibility of OHIO globalization

b. Next Priority

   viii. Intentionally global in branding OHIO academic excellence and distinction of global value
   ix. Budget model supports globalization fostering cooperation, interdisciplinary programming, diversity and study away
   x. Investment in faculty and staff relationships and development for building global reach
   xi. Engaging the University Advancement and Foundation in global investments
   xii. Increase visibility of President’s strategic priorities to partners and alumni
   xiii. Alignment of global strategy and university stakeholders to President’s strategic priorities

OGAIS Units: OGA
Proposed Investment (3 Year Plan)

Align with President’s Strategic Priorities through

- Leveraging existing relationships that sustain access to academic excellence
- Seeking new partnerships that leverage excellence agenda in research, education and student mobility and extending reach to new regions of the world not yet developed and are emerging opportunities
- Investing in faculty and staff development as the key mechanism for effecting sustained change and capacity building

**Invest in Faculty and Staff through Global Travel Fund**
- Increase from $30K to $100K per year with targeted proposals for reaching new countries and/or sectors with increased impact for an additional total of $70K per year

**Invest in New Faculty**
- $5K per person, 10 people per year for a total of $50K per year

**Invest in Institutional Partners**
- $25K -30K per partner (Chubu, Leipzig, Malaysia, PUCE, and new partner (e.g. Brazil and/or partner in Africa) with a total of $125K to 150K+)
Global Strategy Outcomes and OGAIS

ROI in 3 years: Knowledge, Inclusion, Participation AND Access

KIPA Clear Direction

1. CIS Students in undergrad, grad and exec/con-ed programs: 20+ by 2020 @$180,000 yr 1
2. CIS Students in courses: +150 – 300 in world languages, new on-line courses and certificates @ $100,000+
3. New International Students: 30+ by 2020 @ $500,000 yr 1
4. New external research and education grants by 2020: +$50,000 by 2020 and growing
5. New investments by CIS and International alumni by 2020: +$50,000 and growing
6. Strong and supportive pan university and global and interdisciplinary cooperation among students, staff, faculty, leadership, alumni and partners in Appalachia, Ohio, US and internationally
7. Increased knowledge, inclusive and cooperative decision making and policies by a diverse community, participation and access
8. Increased global visibility and profile for intentional global impact
## Metrics for Success KIPA Outcomes

<table>
<thead>
<tr>
<th></th>
<th>KNOWLEDGE</th>
<th>INCLUSION</th>
<th>PARTICIPATION</th>
<th>ACCESS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Center for International Studies</strong></td>
<td>• Capacity building of team</td>
<td>• Involved in governance and management of CIS and pan-university globalization</td>
<td>• CIS students and other students (international, domestic and executive/Con ed) in certificate</td>
<td>• Recruitment retention and graduation</td>
</tr>
<tr>
<td></td>
<td>• Increased knowledge on global studies</td>
<td>• Diversity</td>
<td>• CIS Alumni and affiliated faculty</td>
<td>• Accessible environment</td>
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<tr>
<td></td>
<td>• Programming</td>
<td>• Leadership roles</td>
<td>• Interdisciplinary research</td>
<td>• Scholarships</td>
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<td></td>
<td>• Informed community</td>
<td></td>
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<td>• Faculty led, exchange and third party</td>
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<tr>
<td></td>
<td>• Quality</td>
<td></td>
<td></td>
<td>• Accessible Environment</td>
</tr>
<tr>
<td><strong>Office of Global Opportunities</strong></td>
<td>• Team capacity building</td>
<td>• Involvement in governance and management</td>
<td>• International and domestic students</td>
<td>• Global offerings</td>
</tr>
<tr>
<td></td>
<td>• Increased knowledge of globalization</td>
<td>• Diversity</td>
<td>• Alumni</td>
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<td>• Programming</td>
<td>• Leadership roles</td>
<td>• Faculty</td>
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<tr>
<td></td>
<td>• Quality</td>
<td></td>
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<td><strong>International Student and Faculty Services</strong></td>
<td>• Team capacity building</td>
<td>• Involvement in pan-university programming</td>
<td>• International Alumni</td>
<td>• Recruitment retention and graduation</td>
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<td></td>
<td>• Immigration expertise</td>
<td>• Diversity</td>
<td></td>
<td>• Employment upon graduation</td>
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<td>• Programming</td>
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<td>• Quality</td>
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<tr>
<td><strong>Office of Global Affairs</strong></td>
<td>• Team capacity building</td>
<td>• Involvement in pan university decision making</td>
<td>• Partners</td>
<td>• Communications</td>
</tr>
<tr>
<td></td>
<td>• Mainstreaming Capacity building and integration</td>
<td>• Leadership</td>
<td>• International Alumni</td>
<td>• Investments</td>
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# Metrics for Success by Global Strategy

<table>
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<th>Center for International Studies</th>
<th>ACHIEVING EXCELLENCE IN A GLOBAL ACADEMIC MISSION</th>
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<tbody>
<tr>
<td>• # student enrollment in CIS programs</td>
<td>• # student enrollment in CIS sponsored courses</td>
<td>• # Students, faculty and alumni taking part in Courses, Events,</td>
</tr>
<tr>
<td>• % retention and graduation rate of CIS students</td>
<td>• # attendees at CIS sponsored events</td>
<td>• Professional development of CIS faculty and staff</td>
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<tr>
<td>• Diversity of student body</td>
<td>• # globalized curriculum</td>
<td>• Programming</td>
</tr>
<tr>
<td>• Employment rate upon graduation</td>
<td>• $ external grants and funding</td>
<td>• Informed community of global issues</td>
</tr>
<tr>
<td></td>
<td>• Increased knowledge on global studies</td>
<td>• Leadership roles of CIS students, faculty, and staff</td>
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<td></td>
<td>• Increased interdisciplinary research</td>
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<tr>
<th>Office of Global Opportunities</th>
<th>Diversity of study away programs, destinations, and participants</th>
<th>Involvement in governance and management</th>
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<tbody>
<tr>
<td>• Increased diversity of participation</td>
<td>• # study away participants</td>
<td>• Knowledge of global trends and best practices in study away programming</td>
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<td>• # faculty-led study away programs</td>
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</tbody>
</table>

| International Student and Faculty Services | | Involvement in pan-university programming |
|---------------------------------------------|---------------------------------------------|
| • Successful orientation and onboarding | | |
| • Immigration expertise | | |
| • Academic and non-academic programming | | |
| • Career development activities | | |
| • % Retention and graduation rate of international students on campus | | |
| • Strong partnership with sponsoring agencies | | |

<table>
<thead>
<tr>
<th>Office of Global Affairs</th>
<th>Strong global partnerships, relationships and network that support OHIO’s academic mission</th>
<th>Partnerships and delegation support</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Recruitment and enrollment strategy development</td>
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<td>Global platform</td>
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<tr>
<td>• Alumni relations strategy and implementation</td>
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<td>Mainstreaming</td>
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<td>Communications</td>
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<td></td>
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<td># campus and community engagement events and participants</td>
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<td>Monitoring &amp; evaluation</td>
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