OHIO'S GLOBAL STRATEGY (2016-2020)

Office of Global Affairs

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EXECUTIVE SUMMARY

The Ohio University (OHIO) community has been working together since 2013 to develop a global strategy that will advance its academic mission through improved internationalization efforts. The current report is a culmination of over a year of information gathering and consultation with key OHIO stakeholders. The results set out institution-wide priorities to advance OHIO's position to lead as a globally prominent higher education institution and to prepare its students to become global citizens and leaders. Closely aligned with the university's four fundamentals, the key priorities and initiatives identified through the strategy development process will guide international planning for OHIO from 2016 to 2020. The successful strategy requires university-wide collaborations and investment in time, capacity building and resources that leverage existing areas of strength and interests. It calls for every faculty, staff, student, college, department, administrative unit, and senior leadership to play a role in the internationalization process. OHIO's Global Strategy is a pan-university strategy promoting campus-wide network and collaborations while leveraging existing resources and relationships.

LONG-TERM GOALS

1. Increased access to 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.

2. Mobilizing global opportunities that develop academic, service, technological, and professional experiences and advances innovation on and off ohio campuses.

3. Bringing the world to ohio to foster campus communities that contribute to the ideals of citizenship.

4. Creating opportunities to build a network to share experiences, qualities and creativity in education, research and innovation that is impactful.

STRATEGIC PRIORITIES

1. Create a diverse and inclusive campus and community

2. Globalize curriculum

3. Promote global research

4. Increase faculty, staff, and student global mobility

5. Establish and leverage OHIO's global network and profile

6. Improve monitoring, evaluation, and communication

SHORT-TERM OBJECTIVES

1. Build a holistic approach to recruit and support international students and alumni

2. Globalize the academic mission in which faculty are supported to educate, conduct research and offer experiential learning to all students with a global and cross-cultural lens and inclusive approach

3. Manage relationships through supporting priorities such as strategic partners, targeted communications and performance metrics

INTENDED OUTCOMES

1. Globally engaged faculty, staff and students

2. Globally diverse and inclusive campus, curriculum, scholarship, and community

3. Global brand in higher education

OHIO'S GLOBAL STRATEGY (2016-2020)

OHIO's Vision

Ohio University will be the nation's best transformative learning community where students realize their promise, faculty advance knowledge, staff achieve excellence, and alumni become global leaders.

(Focus on OHIO, https://www.ohio.edu/focus/)

INTRODUCTION

OHIO is a global university. Since its establishment in 1804, OHIO has been deeply engaged internationally through its education and research programs, diversity in student population, global partnerships, education abroad opportunities, and international events on and off campuses, just to name a few.

In the current phase of globalization, it is notable that the world is viewed as one global knowledge economy in which talent is mobile and ideas are borderless. Environmental, health, economic, and social issues of a global scale are universal issues affecting us all - at home and abroad. Citizenship and business are global.

OHIO's challenge is to ensure that its next generation of citizens and leaders are prepared to succeed in this global knowledge economy –one world within the universe. Fostering friendships and colleagues all over the world, knowing about the world, and being capable of solving problems and introducing innovations of global value are essential elements of citizens and leaders. This is regardless of whether one resides in the State of Ohio, the United States, or internationally.

OHIO is called to create a living and learning community that reflects today's global reality and provides everyone the opportunity to be globally engaged and included. The imperative is to align OHIO's four fundamentals[1] with a global strategy. Teaching and research, academic programs, student support, the campus experience, and integrated co-curricular activities lead to student success that results in citizens and leaders more confident and able to engage in today's global knowledge economy. OHIO must have a plan that mobilizes the activities and resources required to leverage its current capacities to be globally competitive as a higher education institution of choice for domestic and international students, faculty, and staff.

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[1]https://www.ohio.edu/president/priorities/fundamentals.cfm

OHIO's Global Strategy has been developed to ensure that the university has a foundation to be the nation's best transformative learning community where students are globally competent and competitive, faculty advance global knowledge, staff increase the university's capacity to serve on the global agenda, and alumni become global leaders. In this context, the term "Global" is broadly defined to include both international and local experiences that enable faculty, staff, and students to take advantage of *all* opportunities for building global competencies.

The development of the Global Strategy was guided by a strategic framework for globalization (See Chart 1) conceptualized by the Office of Global Affairs (OGA) and refined by the university community to ensure that the strategy is aligned with OHIO's four fundamentals[2] and promotes the vision of the University.

Chart 1. 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

The strategy is built on four thematic pillars:

1. Global Education, Research, and Creativity
2. Global Mobility of Knowledge and Experience
3. Global Diversity of Campus Life
4. Global Relations and Profile

[2] https://www.ohio.edu/president/priorities/fundamentals.cfm

The four pillars of the strategic framework represent the core elements of higher education that are fundamental to create a globally transformative living and learning community. Hence, the outcomes of the four pillars serve as long-term goals for the university (See Chart 2).

Chart 2. 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.

A few overarching themes emerged from a year of consultation across the campuses and a series of focus group meetings with representatives from nearly all campuses, colleges, departments, and administrative units. Among them, **Global Diversity of Campus Life** has been identified as a core area to promote at OHIO at the current time. Constituents across OHIO agreed that there is much room to grow in diversity among the university population. OHIO needs to encourage domestic and international integration on campus. Furthermore, diversity has an important and permeating impact on the experiences of faculty, students, and staff across the disciplines and across strategic pillars.
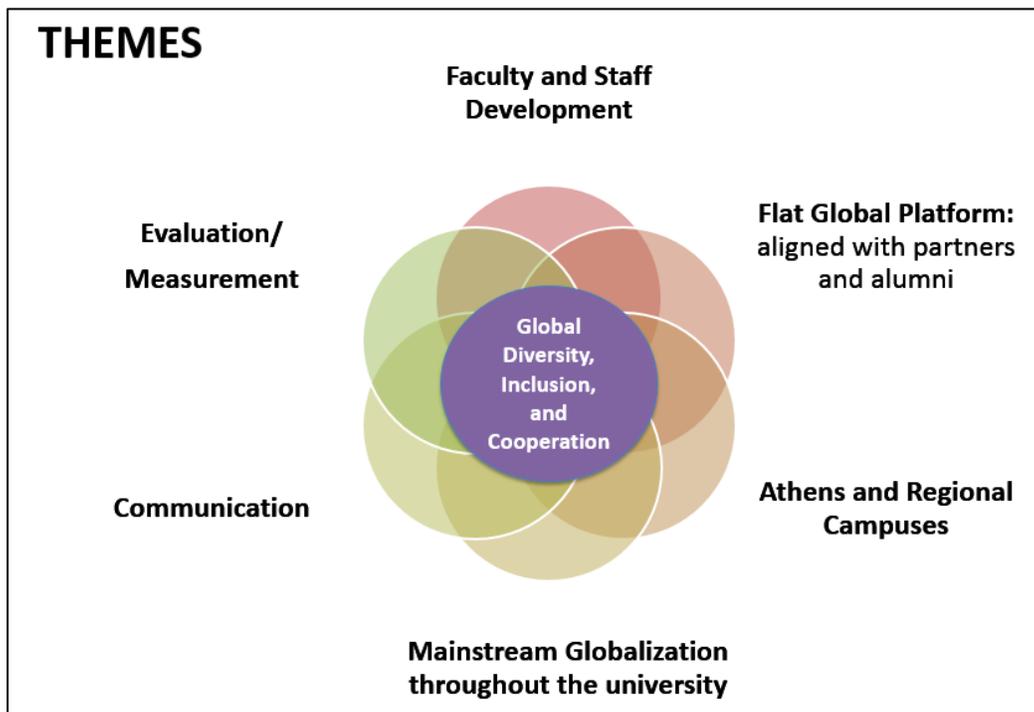
The subsequent themes are discussed below.

1. **Promoting faculty and staff development** to grow global competencies has been identified at this time as key to 1) increase global awareness and active engagement of the entire university community to support internationalization of teaching, research, and service, 2) ensure the success of international students; and 3) further the integration of domestic and international students in academic programs and community experiences. Mission merging is deemed especially important for faculty development so that their teaching and research agenda are connected and complementing each other.

2. **Fostering a flat global platform for university engagement and diversity** by leveraging educational and research partnerships (international and domestic) and regions of the world

where OHIO's international alumni reside has been identified as a valuable way to advance educational, research, mobility, relationship, and diversity agenda more effectively.

3. **Mainstreaming globalization throughout the university** is a critical way to achieve the strategic goals. At the same time, it is an important end goal itself. The university community believes that globalization should be everyone's business, not just the Office of Global Affairs.

4. **Regional Campuses** have been an integral part of the strategy development. They have contributed to the university-wide strategy conversations, organized their own global strategy forums, and produced a plan to achieve their global education mandate. The university should be reminded that OHIO's global strategy applies not only to the Athens campus but also to the regional campuses.

5. **Communication** plays a critical role in helping raise the awareness of global knowledge and experience and connecting everyone on and off-campus. Effective communications at all levels are integral part of the integrated strategy.

6. **Conducting evaluation and creating outcome measures** are necessary to build a database and monitor the progress of university-wide internationalization. The regular monitoring of various initiatives will help the university combine experience with evidence-based decision-making as it advances its strategic interests.

These overarching themes are woven throughout the Global Strategy that is premised on five strategic priorities, one supporting priority, and subsequent initiatives. Building on existing strengths and new opportunities, the strategy will provide institutional areas of focus and university-wide objectives aimed at supporting OHIO's global vision and enhancing global capacity.

UNIVERSITY-WIDE STRATEGIC PRIORITIES AND INITIATIVES

PRIORITY 1: CREATE A DIVERSE AND INCLUSIVE CAMPUS AND COMMUNITY

OHIO is proud of its international student community and values the contributions these students make to the culture and diversity of the university. OHIO will further diversify the campus and classroom setting with a global lens that will enrich the cross-cultural experience and learning for all students, faculty, and staff. OHIO will promote retention of international students by providing support for academic and non-academic advising.

In order to create the global ethos of integrated community, OHIO will engage its domestic and international students, faculty, and staff to work together to foster a globally aware and active campus community and academic experience. OHIO will work towards providing international students and faculty/staff the necessary support, accommodation, and integration into community life starting from the day they consider OHIO as their destination of choice and become a member of the OHIO community.

University-wide Initiatives

1.1.   Develop a comprehensive international enrollment management strategy that includes recruitment, admission, funding, communications, and orientation for students.

1.2.   Ensure that international population is well supported and integrated (e.g., food, housing, religion, mental health, social network, etc.).

1.3.   Provide training and resources for domestic and international faculty and students to foster and maximize the use of classroom diversity.

1.4.   Build capacity for academic and non-academic staff to meet the needs of international students.

1.5.   Engage student, faculty, and staff services to promote participation in international programs and activities among students.

Performance Metrics

- Proportion of international undergraduate students of total undergraduate population on Athens campus

- Retention rate of international students

- % of domestic students who are participating in international programs and activities on campus by an annual survey

- Level of satisfaction of international students measured by exit survey

PRIORITY 2: GLOBALIZE CURRICULUM

OHIO will offer global education that will help students build globally relevant knowledge and skills through globalized curriculum. Cultivating an interest and building capacity among faculty members to globalize their curriculum are key to the success. OHIO will invest in faculty development and supporting programs.

University-wide Initiatives

2.1.   Provide support for faculty to develop globally relevant courses (e.g., mentorship, stipend, course release, training, grant funding, and support for "Academic Innovation Accelerator").

2.2.   Establish and hire an internationalization expert for academic programming in Instructional Innovation.

2.3.   Implement Collaborative Online International Learning (COIL) project on regional campuses and introduce gradually on Athens campus.

2.4.   Determine core languages to teach and investigate a feasibility of competency-based language learning.

Performance Metrics

- # of faculty receiving support and incentives to develop a global course

- Hire of an internationalization expert for academic programming in Instructional Innovation

- # of new programs and courses with global perspectives and learning outcomes

- Quality of COIL project measured by COIL fellow's self-evaluation and course evaluation

- # of language enrollment

- Level of global competencies of undergraduate students as measured by global learning outcomes rubrics

PRIORITY 3: PROMOTE GLOBAL RESEARCH

Leading research is increasingly international in nature and global in focus, involving collaboration with partners abroad and exploring questions of worldwide significance. OHIO will promote research on global issues by creating incentives to increase interest among faculty and focus in targeted areas (e.g. thematic or regional foci). OHIO will also advance research globally through international collaborations, joint publications and conference presentations, and the increased access to global funding sources and innovative opportunities. Creating a network of faculty, scholars, and graduate students to pursue international research and educational collaborations with strategic, existing collaborators and new partnerships is a critical step.

University-wide Initiatives

3.1. Institutionalize "Global Research Academy" which offers a coordinated network, support, and mentorship for global researchers and research projects.

3.2. Provide targeted funds for new faculty for conducting global research that aligns with existing partnerships, the innovations strategy, and/or regions of priority.

3.3. Acknowledge global research and activities for faculty tenure and promotion.

3.4. Align research activities with international partnerships.

Performance Metrics

- Establishment of Global Research Academy

- % of faculty involved in global and international research

- # of new faculty leveraging existing partnerships to conduct research internationally

- $ of external grants

- # of international joint publications

PRIORITY 4: INCREASE FACULTY, STAFF, AND STUDENT GLOBAL MOBILITY

OHIO will mobilize opportunities that develop academic, service, technological, and professional experiences and advance innovation both domestically and internationally on and off the OHIO campuses. It is important that not only students but also faculty and staff have mobility experiences abroad and domestically because their level of global awareness and perspectives will inform their teaching, research, and service.

OHIO will break down barriers and engage more people across the university community to enhance their global horizons. This involves providing financial as well as administrative assistance to all potential participants.

University-wide Initiatives

4.1.   Enhance the International Travel Fund for faculty (e.g., targets on country, innovation strategy, beyond group 1, across campuses) to pursue international research and educational collaborations and for staff to improve their areas of expertise.

4.2.   Institutionalize the reward system and/or incentives for faculty international activities.

4.3.   Promote global opportunities at faculty, staff, and student orientation.

4.4.   Increase targeted funding and scholarship for student diversity (e.g., rank, gender, ethnicity), destination, and field of study for mobility opportunities.

Performance Metrics

- # of faculty participating in global mobility opportunities

- # of staff participating in global mobility opportunities

- # of students participating in global mobility opportunities

PRIORITY 5: ESTABLISH AND LEVERAGE GLOBAL NETWORK AND PROFILE

OHIO will create opportunities to build a network to share experiences and creativity in education, research, and innovation that support OHIO's vision and serve to build a strong global brand. OHIO will leverage the strengths of its international partners and alumni and determine the criteria needed to select, engage, and support existing and new relationships and to monitor continued relationship development. OHIO will utilize existing partnerships to create a regional network and broaden the opportunity.

University-wide Initiatives

5.1.　Develop policy and procedures for global partnerships.

5.2.　Create regional networks to align course development, language education, mobility programs, recruitment, alumni relations, and the innovation strategy.

5.3.　Create a mentorship program for faculty to help manage relationships.

5.4.　Develop an effective international alumni tracking system and database and provide ongoing support for international alumni.

5.5.　Engage international alumni to promote student mobility.

Performance Metrics

- Completion of policy and procedures for global partnerships

- Establishment of regional network

- Alignment of global programs (i.e., courses, languages, research, recruitment, and alumni relations) to regional network

- Establishment of faculty mentorship program

- Strengthened knowledge about international alumni community

- Increased international alumni engagement and support to university priorities

SUPPORTING PRIORITY: IMPROVE MONITORING, EVALUATION, AND COMMUNICATION

OHIO will conduct ongoing monitoring and evaluations to measure the progress and outcomes of the university-wide internationalization. The regular monitoring of various initiatives will help the university combine experience with evidence-based decision-making as it advances its strategic interests.

Through strategic communications, OHIO will raise the awareness of global knowledge and experience and connect everyone on and off-campus. The effective communication will increase the interest and engagement of all university stakeholders.

University-wide Initiatives

6.1.   Evaluate international students' experiences from application state through admissions and post-graduation.

6.2.   Define and measure global competencies and global learning outcomes of undergraduate students.

6.3.   Measure the outcomes of global mobility experiences of students (i.e., impact of study abroad or language learning on their career advancement).

6.4.   Build database of faculty conducting global research or projects overseas.

6.5.   Create a communication strategy that embraces diverse audiences.

6.6.   Improve communication and marketing strategy for global mobility (e.g., benefits, resources, opportunities).

6.7.   Communicate resources (i.e. grants) on global research programs.

6.8.   Profile OHIO's international engagement domestically and internationally.

6.9.   Introduce a Global Dashboard in Board of Trustee reports to showcase global experiences of faculty, students, and administration.

Performance Metrics

- Conduct of needs assessment and exit survey or focus group of international students

- Definitions and measurement of global learning outcomes and global competencies applicable to all disciplines

- Establishment of student database on global academic and career development

- Establishment of faculty database on global activities

- Level of awareness of global programs, resources, and opportunities measured by annual survey or focus group

- Establishment of Global Dashboard

SHORT-TERM OBJECTIVES FOR THE NEXT 3-5 YEARS

Based on the six priority areas and 31 initiatives recommended above, three short-term objectives have been identified to be implemented in the next 3-5 years. They are:

1. Building a holistic approach to recruit and support international students and alumni;
2. Globalizing the academic mission in which faculty are supported to educate, conduct research and offer experiential learning to all students with a global and cross-cultural lens and inclusive approach; and
3. Managing relationships through supporting priorities such as identifying strategic partners, targeted communications, and monitoring and evaluation.

These objectives were chosen to help OHIO lead as a global university in the current environment where the competition for talent is intense yet the resources are limited. Through these objectives, all members and units of OHIO are called to work together to attract talent, improve the student experiences on and off campuses, and build a positive brand globally, which will then strengthen OHIO's capacity as a global leader in higher education.

BUILD A HOLISTIC APPROACH TO RECRUIT AND SUPPORT INTERNATIONAL STUDENTS AND ALUMNI

OHIO should increase the international student enrollment not only for the financial gain but also for the enrichment of campus and classroom experiences for all. In order to achieve both, OHIO should build a holistic approach to recruit and support international students and avoid any gap, confusion, or neglect due to the decentralized nature of the university. The support system encompasses from recruitment/enrollment to onboarding/orientation, from academic and non-academic advising to career and leadership development that will lead to alumni relations and development efforts. International alumni are often under-utilized assets of the university. OHIO should keep in mind that the current students are walking alumni in the future and help them leave the campus with favorable memories.

Some actions are already in play.

- Currently the Senior Vice Provost for Enrollment Management and his team are reviewing their international recruitment and enrollment strategy.

- The Office of Global Affairs and the Office of International Student and Faculty Services are collaborating to conduct a needs assessment of international students on campus. The results of the study will be used to improve the communication with prospective students, help new international students with onboarding, and inform academic and non-academic advisors of how to better serve the international population.

- Career and leadership development for international students are a state agenda through G.R.E.A.T. initiative (see https://www.ohio-great.us/) and OHIO's Career and Leadership Development Center is supportive of the idea.

- With the support from the advancement, Office of Global Affairs is leading the effort to engage international alumni.

GLOBALIZE ACADEMIC MISSION

OHIO should globalize the academic mission in which faculty are supported to educate, conduct research and offer experiential learning to all students with a global and cross-cultural lens and inclusive approach. It is critical for OHIO students to graduate with the global competencies to be successful in the global job market. Collaborating with students, faculty and staff from around the world through course work, study away opportunities, and extracurricular experiences helps them develop the global competencies - new insights and approaches to thinking, sharing, problem solving and creativity. OHIO faculty should be well supported to lead the difficult conversations in classroom, seek discoveries on global issues or with global impact, and bring global opportunities to the university.

Some exemplary initiatives are underway.

- In partnership with the Office of Global Affairs and the College of Arts and Sciences, the Office of Instructional Innovation is leading a series of faculty workshop, "Teaching with a Global Perspective: Supporting Domestic and International Students." The goal is to create a campus climate that promotes a global perspective for all students and teach faculty how to better create classroom environments and learning experiences that help students become global citizens.

- OHIO's regional campuses have embraced the COIL (Collaborative Online International Learning) initiative that empowers the faculty members to bring global education into the classroom through technology.

OHIO should manage internal and external relationships to effectively support the strategic initiatives and objectives. Identifying strategic partners and cultivating relationships for fruitful results are essential ways to leverage the existing resources and bring global opportunities to the university. OHIO should align its educational offerings, research agenda, mobility destinations, and other partners in the similar regions with the strategic partners. The alignment will allow OHIO to build a strategic focus in partner relationships while benefiting from the synergy created by the shared interests and investments.

Equally important is to ensure that effective communication and constant monitoring and evaluation are in practice. Currently there are a few initiatives being developed.

- OHIO is currently reviewing an opportunity to develop a comprehensive relationship with Ecuador. A number of colleges are expressing interests to engage their faculty and students in the relationship.

- The Office of Global Affairs has created a website that captures All Global for OHIO including global programs, languages, funding, study and research away, international diversity, global partnerships, global news and other resources, just to name a few.

- As OHIO expands its partnerships, advances the strategic initiatives, and learn new opportunities, the Office of Global Affairs will partner with the University Communication and Marketing to keep the community informed.

- Once the needs assessment of international students is complete, the Office of Global Affairs and the Office of International Student and Faculty Services will continually monitor the experiences and the satisfaction of international students.

INTENDED OUTCOMES

OHIO has the opportunity and responsibility to cultivate *global leaders* who are *globally competent, confident, compassionate, cooperative and connected* and ready to enter the marketplace with enthusiasm and a vision for a better world. With the global strategy in active play, OHIO will observe the following:

- Globally engaged faculty, staff and students;
- Globally diverse and inclusive campus, curriculum, scholarship, and community; and
- A Global brand in higher education.