

Reed, Katie

From: Smith, Randy
Sent: Wednesday, February 17, 2016 4:15 PM
To: Hubin, Don; MacGilvray, Eric; Turner, Piers; Neblo, Michael
Cc: Smith, Randy; Lilly, Blaine; Reed, Katie; Manderscheid, David C.; McPheron, Bruce A.; Gerber, Timothy; Wells, Thomas; Givens, Bennet; Steward, Deborah; Boehm, Mike; Davies, Sharon; Wolf, Kay; Whitacre, Caroline; Brustein, William; Herness, Scott
Subject: Center for Ethics and Human Values

Don, Eric, Piers, and Mike:

The proposal to establish a Center for Ethics and Human Values was approved by the Council on Academic Affairs at its meeting on February 17, 2016. Thank you for attending the meeting to respond to questions/comments.

The proposal will now be sent to the University Senate with a request for action at its meeting on March 24, 2016. The Chair of the Council, Professor Blaine Lilly, will present the proposal there, but it is important that one or more of you attends that meeting, to respond to any detailed questions/comments. I will provide you with more details later.

Senate action represents the final stage of the approval process.

Please keep a copy of this message for your file on the proposal and I will do the same for the file in the Office of Academic Affairs.

If you have any questions/comments, please contact Professor Lilly (.2) or me.

Congratulations on the completion of this important stage in the review approval process!

Randy



W. Randy Smith, Ph.D.

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PROPOSAL TO ESTABLISH
THE CENTER FOR ETHICS AND HUMAN VALUES
AT THE OHIO STATE UNIVERSITY

Donald C. Hubin

Professor Emeritus, Philosophy &
Founding Director of the Center for Ethics and Human Values

I. MISSION

Among the central concerns of humanistic study are questions about how to live and what is of value in human lives. These are especially pressing questions for citizens of an open society, whose extensive freedoms provide both the opportunity and the responsibility to reflect upon them and to choose lives that contribute to the community in which they live. The Ohio State University Center for Ethics and Human Values is a research center that aims to advance the understanding of these questions by encouraging research and writing on topics of ethics and value, including the history of thought on these questions, and by providing a resource for public discussion of foundational and applied moral questions. The Center helps the University to fulfill its responsibilities to students, faculty, and the broader community by advancing and disseminating knowledge about these central aspects of human concern. It provides a venue and resource for ongoing discussion of ethical issues within and across disciplines, including issues that arise within the academic contexts of research and teaching, as well as issues that confront us all as human beings and citizens aspiring to live worthwhile and rewarding lives.

The Center for Ethics and Human Values will develop a set of programs (see [Appendix A](#)) that together, constitute an ambitious vision of the University and the broader community reflecting on the foundational ethical questions that motivate and unify much of the research, teaching, and other work pursued at Ohio State. Although each program and activity will focus on particular ethical issues, a key aim of everything the Center does will be to foster norms of informed and respectful discussion that characterize deliberation in a healthy democracy. These norms are always under threat, and an ongoing role of universities is to represent the social value of free thought, reason, understanding, and tolerance amidst moral disagreement.

The challenges that confront us are also opportunities to shape a better society, a healthier democracy, and a stronger university. Making the most of these opportunities requires the energy and expertise of morally concerned individuals across the University and in the broader community. The task of reflecting on our values, our social relationships, and our political institutions, as well as imagining the social possibilities made possible by new technologies, must be a collective exercise. As Ohio State develops interdisciplinary Discovery Themes, the need for sustained ethical reflection on fundamental questions becomes even clearer. We believe that recognition of this fact calls for a significant institutional commitment to interdisciplinary discussion and research concerning ethical challenges facing our society.

A. The missions of the university (research, teaching, service or outreach) most relevant to the center

The Center for Ethics and Human Values will contribute to the research, teaching, and outreach missions of the university.

Research: The issues addressed by the Center for Ethics and Human Values can be adequately understood only by attending to the fundamental ethical values that give them their basic structure. The unique contribution of the Center is to facilitate interdisciplinary engagement around our most fundamental concerns—engagement that would not otherwise occur in such a productive and deeply reflective way. By bringing together OSU researchers from a variety of disciplinary perspectives, the Center will accomplish two complementary functions. First, it will deepen and enrich the research of those who approach ethical issues from a practical, applied perspective. Second, it will disseminate the research of those who approach ethical issues from a more abstract theoretical perspective. Those coming at ethical issues from these different perspectives have much to learn from each other and the Center for Ethics and Human Values will facilitate that learning.

The OSU Center for Ethics and Human Values will also contribute to the university's research mission by assisting OSU researchers who are seeking government funding through the National

Science Foundation and the National Institutes for Health and other granting agencies to strengthen their grant proposals by including enhanced discussion of the ethical impact of the proposed research.

Teaching: The Center for Ethics and Human Values will contribute to the teaching mission of the institution in three main ways. First, by bringing together those teaching in the foundations of ethics and moral theory with those teaching in applied ethical fields, it will enhance teaching in both domains. The proposed Ethics Circle program (see [Appendix A](#)) will provide a fellowship opportunity to current faculty and administrators who wish to reflect on ethical issues and incorporate ethical considerations into their teaching and other activities. Second, the Center will create a repository of teaching materials to assist those teaching courses, including distance and e-learning courses, with significant ethical components. Finally, the COMPAS program (see [Appendix A](#)) includes an interdisciplinary course on the COMPAS topic and promotes existing OSU courses on that topic. In these ways, the Center for Ethics and Human Values will play a major role in helping the University live up to its motto: *Disciplina in civitatem* (Education for Citizenship).

As staffing and funding permit, the CEHV has several plans for contributing to the teaching of ethics throughout the curriculum. First, we have had preliminary discussions with the Office of Research about ways that we can contribute to the University's training concerning research ethics. This might involve developing a one- or two-credit course that students could take for credit, or a training program that would result in a certificate for professionals. In addition, we are interested in organizing talks and workshops that focus on specific aspects of research ethics. Second, as staffing and funding permit, we would like to develop a repository of teaching materials and modules that can be used by OSU faculty and other instructors to enhance their teaching.

Outreach: The Center for Ethics and Human Values will also contribute to the University's outreach mission. The Center plans to benefit not only OSU students, faculty, and staff, but to inform and facilitate local and national discussion of important social issues. Already our COMPAS program has successfully coordinated with a number of community and civic groups, such as the Columbus Mayor's office, the Mid-Ohio Food Bank, the Columbus Council on World Affairs, and Ohio Interfaith Power & Light. We are also engaged in productive discussions with the [Kettering Foundation](#), which produces the [National Issues Forum](#) publications on matters of public concern to explore the possibility of aligning the National Issues Forum and the COMPAS Program in such a way as to significantly enrich both programs and extend the reach of the COMPAS program far beyond the Ohio State community. The Kettering Foundation is supplying copies of two of their National Issues Forum booklets for the Sustainability COMPAS and a pilot collaboration on a future issue book is scheduled to commence next year. A letter from William V. Muse, President of the National Issues Forum Institute, is attached in the supporting documents.

B. The interdisciplinary nature of the center

Ethical concerns arise across the campus, in both academic and administrative units. Indeed all human activities, including scientific research, raises ethical concerns, and much of the research of the Ohio State faculty is motivated by ethical values. The proposed [ETHOS](#) program (see Appendix A) seeks to highlight the ethical underpinnings of the research that is done at Ohio State. More significantly, researchers across many disciplines have a substantial direct concern with the understanding of ethics and human values. Within the arts and sciences, Biology, History, Philosophy, Political Science, Psychology, Sociology, and departments focused on literature and culture all have a significant interest in the issues that will be addressed by the Center. Just as plainly, many of those in Business, Food, Agriculture, and Environmental Sciences, Law, Medicine, Public Affairs, and Veterinary Medicine are involved in research that addresses the issues on which the Center will focus in a very significant way.

As the University moves forward with the Discovery Themes Initiative—a project that is inherently interdisciplinary—the need for an interdisciplinary ethics center will become even more pressing. Underlying all of the Discovery Themes—Food Production & Security, Energy & the Environment, and Health & Wellness—are ethical concerns. Not only do these concerns motivate the research in the Discovery Themes areas, they are crucial to evaluating the manner in which we address the “grand challenges of the 21st century” on which the Discovery Themes Initiative is focused.

The interdisciplinary nature of the Center is demonstrated by the diverse faculty who have expressed interest in affiliating with it. It is also illustrated well by the [COMPAS](#) program, which focuses on foundational moral and political questions by bringing together historians, economists, sociologists, philosophers, geographers, artists, political scientists, legal scholars, health professionals and others.

C. The goals of the center that cannot be met within existing academic units

While much of the research and other activities of the University are motivated by moral values, there is currently no center that unifies and thereby enriches those diverse activities. In order to connect the relevant units of the University, the Center for Ethics and Human Values needs to be a University Center—not a center housed in one of the individual colleges. The CEHV will also complement existing centers within the University. For example, where their focuses overlap, the CEHV will collaborate with the newly created Center for Bioethics and Medical Humanities, the Humanities Institute, the Institute for Population Research, the Kirwan Center, the Mershon Center and other centers and institutes. The Center also expects to be able to work together with administrative units such as the Office of Compliance and Integrity in a way that will contribute to their missions.

D. Advisory Role for the Center

Those involved in developing the CEHV have already been sought out to play an advisory role to other units. For example, Don Hubin and Piers Turner have both been invited to moderate or participate in a number of panels and events, including: a discussion on abortion hosted by the College of Public Health; panels on environmental issues organized by the Environmental Policy Network, by the Christian Graduate Student Alliance, by the campus chapter of the Sierra club, and by the Department of Food, Agriculture and Biological Engineering; the Veritas Forum at Ohio State addressing questions about religious faith; and more.. Greg Hitzhusen was asked to serve on the President and Provost’s Council on Sustainability. Professor Hubin was asked also asked to moderate a panel of the Gates Foundation’s [University Innovation Alliance](#) on ethical concerns related to using big data and predictive analytics in support of student advising, and subsequently gave a talk on the same subject on behalf of Ohio State to a meeting of representatives from several U. S., European, and Asian universities with representatives from Elsevier Publishing. The organizers have been asked to serve on committees for the Buckeye Book Community and the Provost’s Discovery Themes Lecture Series. These are just a few examples; as the profile of the Center has risen, so have the requests among units on campus for our input. Perhaps most importantly, the Center has received support from the Discovery Themes to help drive ethical reflection on issues underlying those initiatives. Most recently, Professor Hubin was asked to be a co-PI for a \$3,000,000 grant being submitted by the Center for Automotive Research to the National Science Foundation. This invitation arose directly out of the planning of a CEHV initiated conference, *Moral Algorithms: the Ethics of Autonomous Vehicles*. Because of the increased emphasis by NSF and NIH on research proposals having an ethical impact component, we anticipate that there will be increased demand for these sorts of collaborations.

II. FACULTY

A. Criteria for selecting the center's faculty membership

- Faculty status at The Ohio State University (We understand this, in accordance with University Rules, to include “persons with regular tenure-track, regular clinical, regular research, auxiliary, and emeritus faculty titles on full or part-time appointments with or without salary” (<http://trustees.osu.edu/rules/bylaws-of-the-board-of-trustees/ru1-04/>).
- Significant research or teaching interest in issues related to the mission of the Center (These include foundational theoretical and scientific areas, applied ethics, and research that raises significant ethical issues.)
- Willingness to commit time to participate in and help organize the Center's activities and programs.

B. List of faculty expressing interest in associating with the center and accompanying documentation that their chairs/directors support such involvement.

A list of faculty affiliates of the OSU Center for Ethics and Human Values is compiled in [Appendix B](#).

The Center's efforts to date have involved faculty at a number of levels. Our major efforts, including the COMPAS program, have been directed by a robust core team of faculty who have dedicated considerable time to the development of the Center. This organizing team includes Don Hubin (Director, Philosophy), Greg Hitzhusen (School of Environment and Natural Resources), Eric MacGilvray (Political Science), Michael Neblo (Political Science), Pamela Salsberry (Health Behavior and Health Promotion), and Piers Turner (Philosophy). With each programmatic effort, the Center has identified interested faculty who have become involved as appropriate. Many of the faculty listed in our proposal fall into this category. Some of them began as members of our original focus groups and remain faculty resources for the Center going forward. Others joined as key advisors for one of our COMPAS programs and continue to inform our thinking as we consider future programming in those areas. All of them have a demonstrated commitment to the mission of the Center: to promote constructive interdisciplinary exchange around significant moral and social issues.

C. The extent to which staff and students will be involved and how they will be supported.

The Center will actively involve staff and both graduate and undergraduate students. The two previous COMPAS programs that have been conducted involved staff at the Wexner Center for the Arts, the University Library, the Billy Ireland Cartoon Library and Museum, First-Year Experience, the Office of Undergraduate Education, the Multi-Cultural Center, the Scholars Program, the Hopkins Gallery, and other units. The [2015-16 Sustainability COMPAS](#) is similarly involving numerous non-academic units and the staff from these units. Graduate students have been involved in the COMPAS programs as well, both as paid graduate assistants and as unpaid volunteers.

The Center will provide opportunities for undergraduates to intern for the Center. We will work to connect students with faculty who are working in their areas of interest to help them explore the ethical issues relevant to those areas

III. ADMINISTRATION

A. The name of the director or interim director of the center

The Founding Center Director will be Donald Hubin, Emeritus Professor of Philosophy, former Chair of the Department of Philosophy, and Principal Investigator of the Center for Ethics and Human Values Innovation Group.

Succession Plan: The plan for succession is to hire a distinguished senior ethicist to serve as the Director of the Center for Ethics and Human Values, applying for Discovery Themes funding to supplement funding from Arts and Sciences. Vice Provost Mike Boehm has indicated that this would be considered a strong priority by the Discovery Themes Initiative. If, as may happen, such a hire is delayed, Piers Turner would serve as an interim director.

B. The proposed responsibilities of the director

The CEHV Director will have responsibility for:

1. Overseeing the day-to-day operations of the CEHV
2. Managing the budget and reporting for the Center
3. Strategic planning for the Center
4. Implementing the recommendations of the CEHV Advisory Committee and the decisions of the CEHV Programming Committee
5. Evaluating the performance of the Associate Director
6. Approving financial transactions other than those involving the Director

C. The function(s) and composition of the oversight committee

1. *Advisory Committee Function:* This committee will review annual and ad hoc reports and advise the CEHV Director on high-level strategies for the enhancement and development of the Center and on ways in which the Center can promote University initiatives. The Advisory Committee will also review the activities of the Center and evaluate the performance of the Center and the Director. The composition of the Advisory Committee will be determined by the Director, subject to the approval of the Provost or Provost's designee.

2. *Proposed Advisory Committee Composition:* The Advisory Committee would be drawn from this list, subject to their willingness to serve and the approval of the Provost or the Provost's designee.

a) **Bruce McPheron**, Interim Executive Vice President and Provost

The Provost would serve as a full member of the Advisory Committee *ex officio*. The Provost's participation would ensure that the activities of the Center are well aligned with the academic mission of the University.

b) **Javaune Adams-Gaston**, Vice President for Student Life

The COMPAS program has contributed to the mission of, and been enhanced by the activities of, the Office of Student Life. The Buckeye Book Community has three times aligned the choice of the first-year book with the theme of the COMPAS program, and several COMPAS events have been First-Year Success Series events. Furthermore, the 2011-12 Immigration COMPAS worked with the Multicultural Center on activities that contributed to extra-curricular student learning. Dr. J's membership on the Advisory Committee would foster further connections with the Office of Student Life.

c) **Kate Bartter**, Director, Office of Energy and Environment

In the course of planning and executing the 2015-16 Sustainability COMPAS the CEHV Innovation Group worked closely with the Office of Energy and the Environment, and in particular with Kate Bartter. Our first post-doctoral researcher position is funded by OEE's Sustainability Fund. Because of the morally significant issues that are raised by sustainability, we anticipate that the CEHV will continue to have close connections with OEE, and we look

forward to having the opportunity to work with that office to explore the ethical implications of sustainability efforts.

d) **Mike Boehm**, Vice Provost for Academic and Strategic Planning

One of Dr. Boehm's responsibilities is to oversee the Discovery Themes Initiative. Because the COMPAS program contributes to the outreach and engagement aspect of the Discovery Themes Initiative, funding for COMPAS has come from that initiative.

e) **Trevor Brown**, Director, John Glenn College of Public Affairs

Many of the proposed programs of the CEHV, and certainly the COMPAS program, have an important public policy dimension, as evidenced by the involvement of the faculty of that College in numerous COMPAS and CEHV events. Dean Brown's presence on the Board would ensure good communication and cooperation between the Center and the Glenn College.

f) **Sharon Davies**, Director, Kirwan Institute for the Study of Race and Ethnicity, and Vice Provost for Diversity and Inclusion

The COMPAS program has collaborated on numerous occasions with the Office of Diversity and Inclusion. Mexican former Foreign Minister Jorgé Castañeda's keynote COMPAS address in 2011 was also a talk in the President and Provost's Diversity Lecture & Cultural Arts Series. ODI also co-sponsored the COMPAS keynote address by José Antonio Vargas in 2012. Later this semester, the lecture by Kwame Anthony Appiah will be both a COMPAS special event and part of the President and Provost's Diversity Lecture & Cultural Arts Series. The next COMPAS program will focus on inequality, and we expect to continue to partner with both ODI and the Kirwan Institute to explore forms of inequality that are associated with race, ethnicity and membership in other marginalized groups.

g) **John Davis**, Associate Dean for Medical Education, Wexner Medical Center

Medicine presents society with many of its most pressing and complicated ethical challenges. Dr. Davis has been a leader at Ohio State not only in the field of infectious diseases, but in promoting social concern and cultural awareness within the medical community. In his role overseeing medical education at the Wexner Medical Center, he is the main academic adviser to medical students, who named him 2014 Professor of the Year. Dr. Davis is also an advocate for LGBTQ rights and is a board member of the AIDS Resource Center-Ohio.

h) **David Manderscheid**, Executive Dean and Vice Provost, College of Arts & Sciences

While the reach of the CEHV is broad, its heart lies in the Arts & Sciences. Dean Manderscheid's participation on the Committee would reflect this fact and help to ensure that the Center continues to contribute to the mission of the College.

i) **Ryan Nash**, Director, Center for Bioethics and Medical Humanities, Wexner Medical Center

As the Director of the Center for Bioethics and Medical Humanities, Dr. Nash's presence on the Advisory Board would ensure that the missions of the CEHV and his center are mutually supportive and not duplicative. The CEHV Innovation Group and the Center for Bioethics and Medical Humanities already enjoy a productive and cooperative relationship; we expect that this will be enhanced by Dr. Nash's presence on the Board of Advisors.

j) **Janet Reid**, Member, Ohio State University Board of Trustees

Dr. Reid would bring to our advisory board the experience and knowledge of a successful management consultant focused on leadership development, and the overarching perspective of a member of the Board of Trustees. In our next phase of existence it will be important to have

strategic input about both the financial and programmatic development of the Center. As the daughter of a pioneering ethics professor and university administrator, Broadus N. Butler, Dr. Reid is perhaps uniquely positioned to serve this role.

- k) **Jan Weisenberger**, Senior Associate Vice President for Research (currently on the Board of Advisors for the CEHV Innovation Group)

The CEHV has a significant research component and it is desirable to have a representative from the Office of Research on the Advisory Board. Dr. Weisenberger has served in an advisory role for the CEHV Innovation Group from the beginning, understands the mission of the CEHV, and will be an excellent advisor.

- l) **Susan Williams**, Vice-Dean, College of Arts & Sciences

As co-leader of the Humanities & Arts Discovery Themes group and Vice Dean of the College of Arts & Sciences, Susan Williams would provide the center with a vital connection with the Humanities & Arts Discovery Themes Initiative.

D. The reporting line—the dean, group of deans, or vice president to whom the center will report

1. *Proposal*: The CEHV will report to the Provost or the Provost's designee.
2. *Justification*: The CEHV must be a University-level center if it is to carry out its broadly interdisciplinary mission. It is important that it serve as a conduit for collaborative efforts among all academic units of the University: Arts & Sciences; Business; Food, Agriculture, and Environmental Science; Law; Medicine; Public Health; Social Work; Veterinary Medicine; and others.

E. The main components of a pattern of administration for the center (to be formally completed/approved within a year of center establishment)

1. *Director*: The CEHV Director will report to the Provost or the Provost's designee. The Director will serve as the approver of financial transactions when possible. Financial transactions involving the Director will be approved by a designated fiscal officer in the Office of Academic Affairs.
2. *Associate Director*: The CEHV Associate Director will report to the Director. The Associate Director will supervise student interns and assistants, handle communications and logistics for events and programs, initiate financial transactions, and assist the Director with other appropriate duties as assigned.
3. *Programming Committee*: This interdisciplinary faculty committee will report to the Director. The Programming Committee will be composed of leaders of different Center programs and contributors to Center activities. It will help guide the substantive activities of the Center. The composition of the Programming Committee will be determined by the Director, subject to the approval of the Advisory Committee.
4. *COMPAS Committee*: The COMPAS Committee will consist of a core group of faculty committed to the COMPAS mission, together with several specialists in the COMPAS topic. The COMPAS Committee will plan the COMPAS program, oversee its execution, and evaluate its effectiveness. The members of the COMPAS Committee will be selected by the Director.

IV. BUDGET/FUNDING

A. The expected budget for the first year of operation

Total first-year operations are expected to be approximately \$341,728, rising to \$689,488 when the pre-/post-doctoral and visiting fellowship programs are fully implemented.

Personnel

	Salary	Benefits	Course Buy-Out	Total	
Director			\$15,000	\$15,000	Two courses at \$7,500/crs.
Assoc. Director	\$60,000	\$20,280		\$80,280	
COMPAS Coordinator			\$7,500	\$7,500	One course at \$7,500/crs.
GAA	\$22,068	\$2140		\$24,208	12 months level III GAA
Office Associate	\$30,000	\$10,140		\$40,140	Possibly shared with another unit
Total Personnel				\$167,128	

Programming

COMPAS	\$120,000
CEHV Lecture Series	\$10,000
CEHV Conference Series	\$25,000
CEHV Focus Groups	\$15,000
Total 1st Year Programming	\$170,000

Operations

Computers/Printers/Supplies/yr	\$1,000
Phones	\$600
Office Supplies, Copying, Printing, Etc.	\$3,000
Total Operations	\$4,600

In subsequent years, we anticipate the prospect of offering pre-doctoral and post-doctoral fellowships and creating a visiting scholars program. We anticipate phasing in these programs over several years. When fully implemented and funded, we expect the costs for those programs to be as follows:

	Salary	Benefits	Total
Pre-/Post-Doctoral Fellowship Program	\$50,000	\$14,400	\$193,200
Visiting Scholar Program	\$60,000	\$17,280	\$154,560
Total			\$347,760

B. Funding sources and one-time and recurring costs

We expect start-up funding to come from the Office of Academic Affairs together with contributions from those colleges expected to benefit from the existence of the Center. The Center will seek to fund the Fellowship Program and Visiting Scholar Program with contributions from colleges or other units with special interests in the areas these programs focus on.

The Discovery Themes Initiative has committed significant funding, \$100,000 per year, for programming for the COMPAS program for the next three to five years. The Center is also currently receiving support from Arts & Sciences, and we anticipate continued support from that source. Our initial post-doctoral researcher is being funded from the Office of Energy and Environment from its Sustainability Fund.

C. Existing or new equipment, space, and facilities to establish the center

Initially anticipated space needs will be minimal. The Center itself can function as a virtual entity, without dedicated space, and still accomplish many of its objectives. The Director will be a faculty member, provided office space by the tenure home. The other faculty involved with the Center will have office space provided by their home departments. Currently, the core faculty working to develop the Center and run the activities of the Innovation Group for the Center for Ethics and Human Values are faculty housed in the departments of Philosophy and Political Science, the College of Public Health, and the School of Environment and Natural Resources.

Upon full implementation of the proposal, the Associate Director will require office space and the Office Associate might require space if this position is not shared by another unit already providing the space. The GAA will, presumably, be provided space by his or her department.

While the CEHV proposal is for a University Center, the heart of the proposed center is in the Arts & Humanities and the Social & Behavioral Sciences. The College of Arts & Sciences has been reviewing the administrative structure and space utilization of centers within that college. If the College develops, as it is considering doing, a “center of centers” model in which space and administrative overhead is shared, we would anticipate finding permanent space, as well as shared administrative support, in that location.

D. The sustainability of the center—possibilities for external funding, and details of related funding proposal submissions

Every significant university ethics center is funded in whole or large part by a family or corporate foundation. With support from the Office of Academic Affairs and University Advancement, we anticipate that the OSU Center for Ethics and Human Values will be able to attract a generous endowment from such a foundation.

The development of a partnership between COMPAS and the Discovery Themes Initiative, in which COMPAS highlights the core ethical challenges unifying the Discovery Themes, will provide a further means to articulate the value of the Center for Ethics and Human Values and a source of funding for some of the Center’s activities.

E. *Timeline for Transition to Full Implementation:* We anticipate a time-line of 3-5 years to full development. However, the timeline will depend on the resources available to the Center as it builds its programming and works to secure long-term funding.

V. **EVALUATIVE CRITERIA AND BENCHMARKS**

The Center for Ethics and Human Values will be evaluated using a variety of criteria based on the various aspects of its mission.

Establishing a Community of Researchers Focused on Ethical Issues: The Center for Ethics and Human Values should increase interdisciplinary collaboration on research related to ethical issues, both between faculty affiliated with the Center and between those faculty and other OSU researchers not affiliated with the Center.

Metrics: Success in achieving this goal can be evaluated using data from Academic Analytics, which provides reliable individual-level data on collaborative publications and grant awards. We would look for four or five such collaborations over a three- to five-year period.

Contribution to the Discovery Themes Initiative: Many of the issues that motivate the need for the Center lie at the heart of the Discovery Themes Initiative, and proposed programs of the Center should make a significant contribution to the University’s commitment to that initiative.

Metrics: There are already clear indications of success in achieving this goal. The contribution of the CEHV's COMPAS program to the goals of the Discovery Themes Initiative is indicated by the support that the Office of Academic Affairs is committing to the COMPAS program from Discovery Themes funds (\$100,000/yr for the next three to five years). The COMPAS program has brought to campus key speakers that have drawn significant audiences to presentations related to various aspects of the Discovery Themes Initiative. For example, COMPAS brought Jeffrey Sachs to Ohio State in the spring of 2014 to speak about sustainable development. Dr. Sachs's visit showcased OSU's Discovery Themes-funded work in Sustainable and Resilient Economies. John Broome, a lead author of the IPCC's "Climate Change 2014: Synthesis Report," spoke to an audience of nearly 100 faculty and students, many of them leaders of the Discovery Themes Initiative, about the ethics of climate change. He also met with researchers at the Byrd Center while he was here. Andrew Light, a State Department international climate negotiator who was brought here for the fall 2015 COMPAS conference also met with researchers at the Byrd Center. The COMPAS program co-sponsored lectures by Gro Harlem Brundtland and Cardinal Peter Turkson, which also drew attention to the Discovery Themes Initiative.

Continued success in achieving this goal will be measured by the number of CEHV events that are related to the Discovery Themes initiative, attendance at those events, and the involvement of OSU Discovery Themes faculty in organizing and attending these events.

Contributing to the Success of Grant Applications: The Center should demonstrate valuable contributions to the ethical impact component of grants applications from OSU researchers who seek its assistance.

Metrics: With the emphasis that NSF and NIH are putting on ethical impact analysis for large grant applications, we expect the CEHV to be a valuable resource for OSU researchers seeking grants from these sources. (The request of Don Hubin to serve as a co-PI on the \$3,000,000 grant that the OSU Center for Automotive Research is submitting to NSF is an illustration of this.) Progress in this regard can be measured using Academic Analytics data, which include data on the personnel involved in successful grant applications.

Enriching Ethics Instruction Throughout the Curriculum: The ethics materials developed and compiled by the Center should be adopted by OSU faculty and instructors. The exploration of ethical issues should be integrated into student learning outcomes in courses where relevant.

Metrics: The repository of ethics-related materials compiled for the benefit of OSU faculty and instructors will of course be stored electronically. We will therefore be able to determine the number of individuals accessing these materials by tracking web traffic. Additionally, with adequate funding, we should be able to create Carmen modules that instructors can incorporate into their courses. We believe that Carmen allows us to track the use of these modules. Instructors using materials created or compiled by the CEHV will be surveyed to determine the effectiveness of the materials.

Building a Vibrant Ethics Community at Ohio State: Events organized by the Center should be well attended by their intended audience—include faculty, students, staff, and the larger community. The Center should demonstrate the ability to enhance the missions of such programs as First Year Experience, Honors & Scholars, and the Second-year Transformational Experience Program (STEP).

Metrics: This is another area in which there is an established track record. As mentioned above (1.a.i.), CEHV events have typically been well-attended by their target audiences, and feedback from these events has been extremely positive, indicating that they are serving their intended function. Some examples of this feedback concerning the 2015-16 fall COMPAS conference include:

- a) **Andrew Light** (Director, Institute for Philosophy and Public Policy, George Mason University; Climate Change Advisor in the Secretary's Office of Policy Planning, U.S. Department of State):
"[The fall 2015 COMPAS conference] was exceptional in all respects. The careful thought that you

all put in to constructing the panels was only exceeded by the generosity of your hospitality. I for one would be happy to support this program in any way that I can in the future.”

- b) **Elena Irwin** (Professor, AEDE; Faculty Director, Sustainable and Resilient Economy): *“I too would like to say thank you to Don, Piers and the rest of the COMPAS gang for organizing such a great event, and also a very big thank you to all the outside panelists who traveled to be a part of this. It was an outstanding event! We don’t step back and think about basic assumptions and big picture questions enough, and this was the perfect forum for that. Thank you all for making it happen.”*
- c) **Robert Mendelsohn** (Edwin Weyerhaeuser Davis Professor of Forest Policy; Professor of Economics; and Professor, School of Management, Yale University): *“Thank you for the leadership to put the COMPAS program together. Although I get plenty of opportunity to talk with my fellow economists about climate change, it is rare to hear such a diversity of perspectives.”*
- d) **Erdal Ozkan** (Professor, Food, Agricultural and Biological Engineering, Ohio State): *“I want to thank you for playing a leading role in organizing the latest COMPAS workshop on Sustainability. It was one of the most thought-provoking workshops (along with the presentation by former Prime Minister of Norway) I attended in my 30 years of career at OSU.”*

We have received the following feedback on the 2015-16 spring COMPAS conference:

- e) **Michael Vandenberg** (David Daniels Allen Distinguished Chair of Law, Vanderbilt University): *“[T]hank you for organizing and hosting the COMPAS program on sustainability last Thursday and Friday. The overall approach of stimulating dialogue across disciplinary and policy lines by modeling constructive discourse is a real insight, and the conference I participated in was a huge success. It was clear to me that you and your team put a great deal of thought into the invitees and the panel topics, and the product was one of the most interesting and valuable interdisciplinary events I have been too in the last several years. I thought you had greater a balance of viewpoints and disciplines than almost any conference I have attended, and the event is bound to raise Ohio State’s profile across several fields. On a personal note, my exchanges with the members of my panel and several people in the audience will help shape my work and will help me reach new audiences.”*

The COMPAS program has also demonstrated the ability to enhance existing programs at OSU. The mutually beneficial alignment between the Buckeye Book Community book selection and the COMPAS theme has enhanced the First Year Experience by providing enrichment events for first-year students

National Impact: The Center should establish a national reputation as a leading university ethics center and should enhance the national discussion of ethical and policy issues through such media as the *National Issues Forum*.

Metrics: Ohio State is well-positioned to have an adequately funded ethics center become nationally prominent. The comprehensive nature of the University, its land grant mission, and its location in a politically pivotal state provide unique opportunities for the CEHV, through programs like COMPAS, to be a national leader. Metrics are hard to define here. Surely, the involvement of the CEHV in helping to research and produce the *National Issues Forum* booklets would be a strong indicator of such a leadership role. Other evidence will be idiosyncratic and anecdotal in nature

Funding: The Center for Ethics and Human Values should establish strong evidence of significant external support.

Metrics: Every university ethics center receives significant funding from external sources, usually an individual donor or charitable family or corporate foundation. The timing of such support cannot be predicted, and so any specific timetable for receiving such funding would involve guesswork. However it is reasonable to expect that with adequate administrative support the CEHV would be able to show, in its

first two years of formal existence, significant activity in pursuing external funding. We would also work to cultivate small donors through our newsletter and the lists of alumni of departments closely related with the Center.

We provide a list of proposed external evaluators of the Center for Ethics and Human Values in [Appendix C](#).

VI. SUPPORTING MATERIALS

A. Relevant department chairs, school directors, deans, and vice presidents from within the university

1. University Level
 - a) Joseph Steinmetz, Former Executive Vice President and Provost
 - b) Stephen Myers, Interim Director, Outreach and Engagement
 - c) David Manderscheid, Vice Provost for the Arts and Sciences and Executive Dean of the College of Arts and Sciences
2. College Deans
 - a) Trevor Brown, Dean, Glenn College of Public Affairs
3. Department Chairs and Directors
 - a) Justin D'Arms, Chair, Philosophy

B. From interested parties outside of the University (e.g. business, health, governmental, educational, or community interests) including external funding sources, as appropriate.

1. Ann Cudd, University Distinguished Professor and Vice Provost and Dean, University of Kansas
2. William V. Muse, President, National Issues Forum Institute
3. Jeffrey Sachs, Director, Earth Institute, Columbia University
4. Peter Singer, Ira W. DeCamp Professor of Bioethics & Fellow of the University Center for Human Values, Princeton University

C. Entities with similar emphases at other universities

1. Charles Beitz, Director, University Center for Human Values, Princeton University
2. Andrew Cohen, Director, Jean Beer Blumenfeld Center for Ethics, Georgia State University
3. Thomas Hurka, Former Director, Centre for Ethics, University of Toronto
4. Richard Miller, Former Director, Poynter Center for the Study of Ethics and Public Institutions, Indiana University
5. Debra Satz, Director, McCoy Family Center for Ethics in Society, Stanford University
6. Russ Shafer-Landau, Director Designate, Parr Center for Ethics, UNC-Chapel Hill
7. Dennis Thompson, Founding Director, Edmund J. Safra Center for Ethics, Harvard University

APPENDIX A

PROPOSED PROGRAMS OF THE CENTER FOR ETHICS AND HUMAN VALUES

Below we describe the programs of the Center for Ethics and Human Values that are currently being run by the Innovation Group for the Center and those that are currently being planned for the Center. We also include discussion of the current or anticipated dissemination and reach of these programs.

Most of the programs listed here are programs that we would plan to pursue with a staffed and funded Center. Our efforts over the past few years give us confidence that there is significant interest in the development of these programs. To date, the CEHV Innovation Group's efforts have taken two main forms. First, we have organized and co-organized events to generate constructive ethical discussion on a range of important issues. (See the [CEHV Events Archive page](#).) These efforts are crucial to the Center's mission, which is to be responsive to current events and scholarship and to foster ethical engagement by other programs and units on campus. Second, the CEHV Innovation Group has developed the COMPAS (Conversations on Morality, Politics, and Society) program, a heretofore biennial, campus-wide, and year-long series of events addressing major social challenges such as immigration and sustainability. This program has taken up most of the effort of the organizing team. It aims to show how discussions of major ethical challenges can be advanced by interdisciplinary exchange, to model informed and constructive democratic deliberation, and to demonstrate the value of, and possibilities for, an ambitious ethics center that reaches across campus to promote the kind of discussion that so many people worry is not taking place in our society.

The Center's programming to date has connected with faculty, students, and others in the university community from nearly every corner of the University. Our events have been organized by, and have featured, faculty from the Departments of Agricultural, Environmental and Developmental Economics, Anthropology, Comparative Studies, Economics, Geography, History, Medicine, Philosophy, Political Science, Spanish & Portuguese, Sociology, and Theater, as well as from the College of Public Health, the Glenn College of Public Affairs, and the Moritz College of Law. In addition to our involvement with academic units, we have co-sponsored events with the Humanities Institute, the Mershon Center, the Institute for Population Research, the Democracy Studies Program, and the Kirwan Institute. We have also partnered with the Wexner Center for the Arts, the First Year Experience and Buckeye Book Community, the University Libraries, the Multicultural Center, the Office of Energy and the Environment, the Office of Diversity and Inclusion, and others.

COMPAS (Conversations on Morality, Politics, And Society)

The COMPAS program is a year-long, University-wide "conversation" on a topic of current controversy, such as immigration or sustainability. Altogether it encompasses dozens of events in variety of venues and in conjunction with many different programs and units. It seeks to model the sort of informed, civil discussion of complex issues that is too often absent from public discourse and that universities are in a unique position to promote. The COMPAS program comprises the following components:

The Academic Core: This aspect of the COMPAS program is composed of an autumn conference, several COMPAS Colloquia throughout the academic year, and a spring conference. These events are organized directly by the Center with the help of an expert advisory committee made up of faculty. The conferences focus attention on central issues related to the main theme. They are strongly interdisciplinary and aim to demonstrate the value of having researchers from different disciplines engage each other about the ethical dimensions of their work. Conference panels bring together leading scholars from other universities and showcase the research of OSU's own faculty. Past conferences have culminated in a keynote presentation by an internationally known figure: Jorge Castañeda (former Foreign Minister of Mexico), Jose Antonio Vargas (Pulitzer Prize-winning journalist and advocate for the 'Dream Act'), Cass Sunstein (Harvard professor and former administrator for the White House

Office of Information and Regulatory Affairs), and Jeffrey Sachs (Columbia Professor, Director of the Earth Institute, and Special Advisor to United Nations Secretary-General Ban Ki-moon on the Millennium Development Goals). Colloquia are selected and supported after a consultation with relevant academic and other units of the university, with roughly one colloquium per month running from the fall through spring. Colloquia may take a variety of forms, from lectures to debates to creative presentations followed by discussion.

The University Life Program: The COMPAS organizers also work with as many existing programs at OSU as possible to plan and promote other events related to the COMPAS theme. Partners have included The Provost's Discovery Themes Lecture, the Office of Diversity and Inclusion, the Office of Outreach and Engagement, the Wexner Center for the Arts, the Buckeye Book Community/First Year Experience, the Humanities Institute, the Thompson Library and Billy Ireland Cartoon Library, the Undergraduate Colloquium Series, the Digital Storytelling Program, the Multicultural Center, the Honors and Scholars Program, the Swing Space Gallery, and a variety of undergraduate student groups.

Educational Program: The COMPAS program has developed and received approval for two COMPAS-related courses: ASC 230 and ASC 230E (an honors-embedded course). Each of these qualifies for GEC Arts & Humanities credit in the Cultures & Ideas category or, if the student prefers, GEC Social Sciences credit in the Individuals & Groups category. The COMPAS organizers are working to promote COMPAS theme-related courses across campus and plan to fund a prize for undergraduate research related to the theme in the year following a given COMPAS program.

Community Outreach: The COMPAS organizers work to reach beyond the campus to involve the broader community in the conversation as well. Past partners have included the Columbus Mayor's Office, WOSU/All Sides with Ann Fisher, the Columbus Council on World Affairs, the Mid-Ohio Food Bank, the Women's Fund of Central Ohio, the Columbus Metropolitan Club, and Metro High School. COMPAS has also begun working with the Kettering Foundation on their National Issues Forum and related programs concerning the quality of public discourse in America. A pilot collaboration on a future National Issues Forum booklet is scheduled to commence next year. The reach of COMPAS would be significantly extended by an association with the National Issues Forum and COMPAS itself would provide a platform for ongoing research about effective public deliberation.

Dissemination of the COMPAS Program: COMPAS: Each COMPAS program has relied on 6-10 specialists on the topic of that year's program for advice in creating a successful series of core academic events, and has partnered with additional academic units and programs from across the campus in organizing dozens of associated events. (For an example, see the [Events Archive page for the completed 2011-12 Immigration COMPAS](#).) The COMPAS program also supports educational opportunities for students, such as [a recent canoe trip for undergraduates](#), in which we collaborated with the Columbus Mayor's office to bring in the City's Environmental Steward to teach students about sustainability in the context of the Olentangy River restoration project. The Innovation group has also twice sponsored a [COMPAS course for undergraduates \(ASC 2400\)](#). Attendance at COMPAS events has varied from 25-2000 people, including faculty, students, and members of the community, depending on the type of event and the prominence of the speaker(s).

Post-doctoral/Pre-doctoral Fellowship Program

The intellectual vitality of an ambitious Center requires an active and engaged community of researchers and organizers. In addition to OSU's core ethics faculty in a number of departments, the Center will develop a pre- and post-doctoral fellowship program for promising graduate students and recent PhDs doing significant new work on topics related to the work of the Center. These fellows will not only teach related courses offered by cooperating departments but will take an active role in organizing and guiding the Center programs each year. They will come from a variety of disciplines, and over time will contribute to raising the profile of OSU as a leader of ethical reflection on important social issues as the fellows go on to

permanent positions at leading universities around the world. The teaching component will enhance instruction in ethics at OSU¹ and provide a (modest) source of funding for the Center.

Dissemination of the Post-Doctoral/Pre-Doctoral Fellowship Program: We have received funding from the Office of Energy and Environment's Sustainability Fund for a two-year post-doctoral researcher focusing on the ethics of sustainable development. We are in the process of filling this position now. In addition to research activities, the researcher will organize events with faculty, students and others in the university community to continue exploring the ethical dimensions of sustainable development. This will carry on the project of building connections with researchers in sustainability-related fields, and of deepening and enhancing their research and teaching. We envision an ongoing post-doctoral/pre-doctoral fellowship program that brings specialists in applied and theoretical ethics to Ohio State to enhance the research and teaching of faculty and students in a wide variety of disciplines.

ETHOS (Ethics Throughout Ohio State)

The ancient Greeks used the term "ethos" to describe both the guiding values that characterize a community and the individual character traits that underwrite claims to expertise. The *ETHOS* initiative (*Ethics Throughout Ohio State*) combines these two meanings: first, it is a forum for OSU scholars to reflect upon the ethical questions that attracted them into and confront them within their disciplines; and second, this process of reflection will help to define the values (and value) of the OSU community more broadly. Two signature ETHOS programs will be central to realizing those goals. First, an annual *ETHOS Address* will sponsor a distinguished member of the faculty, drawn from a diverse range of disciplines, to deliver a public lecture to the incoming class of students (also open to the larger OSU community) discussing the ethical and value considerations that animate his or her scholarly vocation. Second, *ETHOS Across the Disciplines* will be a curated series of relatively short (fifteen- to twenty-minute) high-quality web talks inviting faculty to reflect on these questions in a more informal setting. Together these efforts will promote critical reflection on the ethical issues that motivate members of our community and the professional challenges they confront.

Dissemination of the ETHOS Program: The ETHOS program has not yet been implemented. However, we have reason to believe that it will have significant reach. We plan to propose to the Office of Student Life that the ETHOS lecture be used to introduce students to the ethical concerns that motivate research across the University during the Welcome Week activities. When we described the program to Jan Weisenberger, she suggested that we incorporate it into the new faculty orientation process. University Communications has indicated that the video clips from the ETHOS program would be a useful tool for communicating the research of OSU faculty to legislators and the general public.

EVOC (Ethics & Values Open Colloquium)

The various projects of the Center for Ethics and Human Values are bound together by a belief in the importance of sustained reflection on the values that unite us – and divide us – as human beings and as members of local, national and global communities. One of the core programs of the Center will therefore be a colloquium series on ethics and values, the purpose of which is to promote cutting-edge research in the various fields of ethical inquiry, including metaethics, value theory, normative and applied ethics, moral psychology, and the normative dimensions of legal and political philosophy. The Colloquium will sponsor a series of monthly talks over the course of the academic year by OSU faculty and distinguished faculty from

¹In this respect, we take inspiration from the Edmond J. Safra Foundation Center for Ethics at Harvard University (<http://www.ethics.harvard.edu/>). The Safra Center has promoted ethics education and research in the Arts and Sciences, the Business School, the Graduate School of Design, the Divinity School, the Graduate School of Education, the Kennedy School of Government, the Law School, the Medical School, and School of Public Health.

other institutions, with the aim of building a community of scholars whose work has a specifically ethical focus, and of promoting research that advances the frontiers of ethical inquiry.

Dissemination of the EVOC Program: Using the modest funding provided by the Innovation Group competition in 2009, the Innovation Group for the CEHV has conducted 17 colloquia (in addition to the many COMPAS Colloquia). These were generally well attended; some drew as many as 80-90 people, mostly faculty. The colloquia are not narrowly disciplinary. The CEHV Innovation Group has sponsored talks by bio-statisticians, philosophers, physicians, political scientists, psychologists, and former government officials. The specific reach of this series going forward will depend on the topics that are taken up.

Ethics Circle

The Ethics Circle will aim to provide members of the OSU community with the training and support they need to foster ethical awareness in their teaching, educational programming, or other activities on campus. It will lay the foundation for the long-term success of the Center for Ethics and Human Values by drawing together and growing the community of administrators, faculty, and students who wish to become more reflective about the ethical dimensions of their work. The program will have two mutually-reinforcing parts. First, it will host a regular brown-bag lunch series, led by Ethics Circle members and by outside speakers, to discuss ethical issues of interest to the OSU community. These informal gatherings will promote reflection on particular moral or social problems that often cut across disciplines. Second, it will organize an annual internal fellowship program that provides incentives and training to OSU administrators, faculty, and graduate students to help them incorporate ethical thinking more directly in their teaching and other activities. Members of the OSU community will apply to become Ethics Circle fellows by proposing a ‘project’ of ethical reflection that they wish to pursue in conversation with other fellows over the course of the academic year. Examples of projects might include a physician reflecting on the nature of well-being or an operations administrator thinking about the social demands of sustainability. Eight to ten fellows will be selected. The program will include a week-long introduction to ethical theories as well as monthly dinners to discuss fellows’ projects, all moderated by an OSU ethicist. Fellows will also be given funds to pursue their projects and a financial award upon successful completion of the program.

Dissemination of the Ethics Circle Program: This program has two parts: first, a series of informal gatherings (such as brown bag lunches) aimed at ethically engaging and supporting a community of OSU staff and faculty from diverse disciplines; second, an annual fellowship program that provides incentives and training to OSU administrators, faculty, and graduate students to help them incorporate ethical thinking more directly in their teaching and other activities. These two parts would be mutually reinforcing. Thus, while we expect the fellowship program to include a dozen OSU faculty or staff members pursuing projects in conversation with other fellows over the course of each academic year, the connections made during the fellowship program would be sustained by the informal gatherings. Similarly, the informal gatherings would help introduce new community members to issues that might inspire them to apply to the fellowship program. The aim is to grow a robust community over time.

Ethics in the Community

This program will promote reflection on ethics and human values in area schools, civic organizations, retirement homes, and other community groups. The core program will develop relationships with Columbus-area teachers at all levels who are interested in promoting ethical reflection in their classes. Coordinated activities or course modules might include an introduction to major ethical thinkers, a set of classes on practical ethical problems encountered in everyday life, reflections on value and the nature of the good life, or discussion of ethical dilemmas presented in literature. The program will engage faculty and graduate students trained in ethics to carry out these modules. Ethics in the Community is modeled on the

award-winning Outreach program at the University of North Carolina at Chapel Hill (<http://philosophy.unc.edu/outreach>), for which Piers Turner (Ohio State, Philosophy) was the first Outreach Coordinator.

Dissemination of the Ethics in the Community Program: This program would reach beyond the campus to engage schools, civic organizations, retirement homes, and other community groups.

Ethics Workshops

Ethics Workshops will provide resources for colloquia, panel discussions, and workshops that promote the mission of the Center but do not fall under one of the other Center programs.

Dissemination of the Ethics Workshop Program: The dissemination of these events would be highly contingent on the topic of the workshop. We have had informal conversations with the Office of Research about conducting workshops on research ethics, which would have very wide reach within the University. Other workshops might be very focused to address the needs of a limited audience.

Future Possibilities

There are additional programs and activities that the Center could develop to contribute to the University's mission. One possible example is the development of Continuing Legal Education programs in ethics that satisfy the CLE requirements for practicing Ohio attorneys.

APPENDIX B
OHIO STATE AFFILIATES OF THE OSU CENTER FOR ETHICS AND HUMAN VALUES
(FACULTY, EXCEPT WHERE NOTED; AVAILABLE ON LINE [HERE](#))

Name	Department	College
Ann Allen	Educational Policy and Leadership	Education and Human Ecology
Tim Bartley	Sociology	ASC, Social & Behavioral Sciences
Kate Bartter	Office of Energy and Environment	Office of Energy and Environment
Jeffrey Bielicki	Civil, Environmental, and Geodetic Engineering	Engineering
John L. Brooke	History	ASC, Arts & Humanities
Jill Bystydzienski	Women's Gender/Sexuality Studies	ASC, Arts & Humanities
Cinnamon Carlarne	Law	Law
Joyce Chen	Agricultural, Environmental, and Development Economics	Food, Agricultural, and Environmental Sciences
Jill Clark	Public Affairs	John Glenn College of Public Affairs
Amy Cohen	Law	Law
Jeffrey Cohen	Anthropology	ASC, Social & Behavioral Sciences
Justin D'Arms	Philosophy	ASC, Arts & Humanities
Jose Diaz	History	ASC, Arts & Humanities
Noah Dormady	Public Affairs	John Glenn College of Public Affairs
Joshua Dressler	Law	Law
Garth Essig	Obstetrics & Gynecology	Medicine
Nancy Ettlinger	Geography	ASC, Social & Behavioral Sciences
Reanna Frank	Sociology	ASC, Social & Behavioral Sciences
Kevin Freeman*	Honors/PreLaw	ASC Administration
William Gardner	Psychiatry	Medicine
Amanda Girth	Public Affairs	John Glenn College of Public Affairs
Helena Goscilo	Slavic & Eastern European Languages	ASC, Arts & Humanities
Gregory Hitzhusen*	School of Environment & Natural Resources	Food, Agricultural, and Environmental Sciences
Casey Hoy	Agricultural Ecosystem Management	Food, Agricultural, and Environmental Sciences
Donald Hubin	Philosophy	ASC, Arts & Humanities
Steven Huefner	Law	Law
Susan Lawrence	History	ASC, Arts & Humanities
Robert E. Livingston*	Humanities Institute	Arts & Sciences
Eric MacGilvray	Political Science	ASC, Social & Behavioral Sciences

Name	Department	College
Tristram McPherson	Philosophy	ASC, Arts & Humanities
Bryan Martin	PACCS	Medicine
Ben McKean	Political Science	ASC, Social & Behavioral Sciences
Hagop Mekhjian	Internal Medicine	Medicine
William Minozzi	Political Science	ASC, Social & Behavioral Sciences
Richard Moore	Environment and Natural Resources	Ohio Agricultural Research and Development Center
Stephanie Moulton	Public Affairs	John Glenn College of Public Affairs
Mariko Nakano	Internal Medicine	Medicine
Michael Neblo	Political Science	ASC, Social & Behavioral Sciences
Jan Nespor	Educational Studies	Education and Human Ecology
Gregory Otterson	Hematology & Oncology	Medicine
Thomas John Papadimos	Anesthesiology	Medicine
Kevin Michael Passino	Electrical and Computer Engineering	Engineering
James P Phelan	English	ASC, Arts & Humanities
Jos Raadschelders	Public Affairs	John Glenn College of Public Affairs
Anne Ralph	Law	Law
Carson Reider	The Center for Clinical and Translational Science	Medicine
Dakota S. Rudesill	Law	Law
Pam Salsberry	Nursing	Nursing
Eric Seiber	Public Health	Public Health
Peter Shane	Law	Law
Amy Ellen Shuman	English/Disability Studies	ASC, Arts & Humanities
Brent Sohngen	Agricultural, Environmental, and Development Economics	Food, Agricultural, and Environmental Sciences
Linda Stone	Emeritus	Medicine
Bob Taylor	Neurology	Medicine
Piers Turner	Philosophy	ASC, Arts & Humanities
Ines Valdez	Political Science	ASC, Social & Behavioral Sciences
Matthew Vest	Bioethics Education	Office of Health Sciences
Caroline Wagner	Public Affairs	John Glenn College of Public Affairs
Chris Walker	Law	Law
Bryan Warnick	Ed. Psych. & Philos.	Education and Human Ecology
Jan Weisenberger	Speech & Hearing	ASC, Social & Behavioral Sciences
Amy Youngs	Art	ASC, Arts & Humanities

* Non-Faculty

APPENDIX C

PROPOSED EXTERNAL EVALUATORS FOR THE CENTER FOR ETHICS AND HUMAN VALUES

Jeffrey Sachs, Director, Earth Institute, Columbia University

The Earth Institute, Columbia University
405 Low Library, MC 4335
535 West 116 Street
New York, NY 10027
212-845-3830

Geoff Sayre-McCord, Morehead-Cain Alumni Distinguished Professor, Department of Philosophy,
University of North Carolina, Chapel Hill

201 Caldwell Hall
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University of North Carolina
Chapel Hill, NC 27599-3125
919-627-1403

Tommie Shelby, Professor of African and African American Studies and of Philosophy, Harvard
University, Associate of the Safra Center for Ethics, Harvard University

Department of African and African American Studies
12 Quincy St. Barker Center
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Dennis Thompson, Alfred North Whitehead Professor of Political Philosophy, Associate of the Safra
Center for Ethics, Harvard University

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617-496-0878
dennis_thompson@harvard.edu

Henry Richardson, Professor, Department of Philosophy, Georgetown University and Editor-in-Chief
of *Ethics*.

205 New North
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Washington, D.C. 20057
202-687-7479
richardh@georgetown.edu

Elizabeth Harman, Associate Professor, Department of Philosophy, Princeton University

University Center for Human Values
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Philip Pettit, Laurence S. Rockefeller University Professor of Politics, Princeton University

University Center for Human Values
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Princeton, NJ 08544
609-258-4759
ppettit@princeton.edu

Peter Singer, Ira W. DeCamp Professor of Bioethics, University Center for Human Values, Princeton University

University Center for Human Values
Room 203, 5 Ivy Lane
Princeton, NJ 08544
609-258-2202
psinger@princeton.edu

APPENDIX D

**LETTERS OF SUPPORT FOR THE ESTABLISHMENT OF
THE OSU CENTER FOR ETHICS AND HUMAN VALUES**



May 29, 2015

Professor Donald C. Hubin
Director, Ohio State Center for Ethics and Human Values
314L University Hall
230 North Oval Mall
Columbus, OH 43210-1365

Dear Professor Hubin,

I'm writing to convey my support for the establishment of the OSU Center for Ethics and Human Values that you and your colleagues have proposed.

A comprehensive research university like Ohio State needs an ethics center. Often we hear the complaint that a particular technology—artificial reproduction techniques, genetically modified foods, data analytics on large data sets, and so forth—has gotten ahead of our moral reflection. The only hope we have of avoiding this in the future is to invest in that moral reflection. The Innovation Group for the Center for Ethics and Human Values (CEHV) has already demonstrated the contribution this proposed center can make to this moral reflection.

I stressed in my address to the University Senate earlier this year the importance of Ohio State's land-grant mission and the need to incentivize and reward activities that build connections across the university. The Innovation Group for the Center for Ethics and Human Values has already demonstrated through its COMPAS program the ability to build those vital connections. The other proposed CEHV programs (ETHOS, EVOC, and the Ethics Circle and Ethics Workshops) have a similar promise.

The proposed center would bring together those doing cutting edge research on ethics and those doing research on topics that raise serious ethical concerns to deepen our understanding of the moral challenges confronting us as individuals, as members of the university community, and as citizens of the nation and the world.

The existence of such a center is increasingly important as Ohio State pursues the Discovery Themes Initiatives and our other efforts in scholarship and creative activities. Every aspect of our teaching and research is infused with questions of values. How do we define the grand challenges of the 21st century? How do we evaluate proposed solutions to these problems? These questions are fundamentally about what we value and how we are to make reasonable trade-offs when values come into conflict.

Another aspect of Ohio State's land grant mission involves outreach: the dissemination of knowledge and, importantly, *understanding* to the wider community. The COMPAS program contributes to that aspect of our mission and the proposed Ethics in the Community program promises a further contribution.

The Center for Ethics and Human Values will make a vital contribution to Ohio State's mission.

Sincerely,

Joseph E. Steinmetz, PhD
Executive Vice President and Provost



October 6, 2015

Donald C. Hubin
Director, Ohio State Center for Ethics and Human Values
314L University Hall
230 North Oval Mall
Columbus, OH 43210-1365

Caroline C. Whitacre, PhD
Vice President for Research
Professor of Microbial
Infection and Immunity
614-247-8356 Phone

Dear Professor Hubin:

I am writing to express my strong support for the proposal for the Ohio State Center for Ethics and Human Values (CEHV). You and your colleagues have developed an innovative proposal built on many years of success in the COMPAS Program.

The programs outlined in the CEHV proposal hold the promise of enhancing the collaboration of researchers in diverse fields to explore the ethical challenges presented by our research and, importantly, to express more clearly the moral motivation for much of our research. Furthermore, the success of the COMPAS program, which was developed and has been conducted by those in the Innovation Group for the Center for Ethics and Human Values, shows that this promise is likely to be fulfilled.

The COMPAS program has highlighted the research of OSU faculty in numerous fields: agricultural, environmental, and development economics; political science; public affairs; sociology; economics; geography; philosophy, law, and many more. And this highlighting has not been limited to the campus, or even the greater Ohio community. The COMPAS program has brought attention to the work of OSU researchers from visitors such as Jeffrey Sachs and Gro Harlem Brundtland. Importantly, it has also brought together researchers from many fields to address problems of common interest from their various disciplinary perspectives—connecting them in a way that would not have happened without the program.

Because so much of the research at Ohio State is motivated by the desire to better the human condition—a deeply moral motivation—I was especially interested in the proposal for the ETHOS (Ethics Throughout Ohio State) program. This program will highlight the moral motivation of prominent Ohio State researchers in pursuing their (sometimes highly esoteric) research in two ways. First, a leading researcher will deliver a public lecture discussing, not the technical aspects of her/his work, but the moral factors that motivate the work. Second, the program will develop a curated series of high-quality web talks in which researchers reflect on these issues in a more informal setting. This program can help Ohio State convey an important message about its values to the larger community and, can help to make those values more prominent to the university community.

The existence of a university ethics center is invaluable as Ohio State pursues the Discovery Themes Initiative. As we look at intersections between the various focus areas being pursued in this initiative, we invariably find ethics and human values front and center. These questions lie at the heart of the very definition of the Discovery Themes Initiative: to find “transformative solutions” to the “grand challenges of the 21st century.” These issues represent challenges to

human well-being and addressing them requires that we be clear on the values we are pursuing and the trade-offs necessary to address the challenges adequately. The proposed Center for Ethics and Human Values can play a unique and valuable role in clarifying and focusing attention on these issues.

Your group's proposal for the Ohio State Center for Ethics and Human Values is well-timed and I am delighted to support this effort.

Sincerely,

A handwritten signature in black ink that reads "Caroline Whitacre". The signature is written in a cursive, flowing style.

Caroline C. Whitacre, PHD



203 Bricker Hall
190 North Oval Mall
Columbus, OH 43210

614-292-5881 Phone
614-292-3658 Fax

July 7, 2015

Professor Donald C. Hubin
Director, Center for Ethics and Human Values
314L University Hall
The Ohio State University

Dear Professor Hubin,

On behalf of the Office of Outreach and Engagement, it is my pleasure to support the proposal to establish the Center for Ethics and Human Values at The Ohio State University.

The new Center's mission statement speaks to the importance of public discourse about what humans value and how humans live as engaged members of the global community. Such discourse is essential to the institution's relevance in meeting its mission to "advance the well-being of the people of Ohio and the global community through the creation and dissemination of knowledge." Nothing could be more central to Ohio State's aspiration to become a model land grant university in the 21st century.

The proposed Center provides an organizational platform for fostering collaboration within and across disciplines on campus as well as beyond the campus. Such a platform will enable the Center to foster a culture of engaged scholarship across the diversity of research and teaching programs so essential in addressing the complexity of challenges facing humankind. The establishment of the Center is timely given Ohio State's aspirational strategy of addressing these complex challenges through the Discovery Themes Initiative.

To date, this Office has appreciated working with the Center's COMPAS program to implement the new Provost's Discovery Themes Lecturer Program as a new vehicle to foster conversation and connections broadly on topics which represent significant concerns and challenges. We look forward to an expanded collaborative role by the Center in this enterprise as well as other opportunities to foster conversation and engagement within and beyond the campus community.

As the Center evolves, I look forward to exploring ways the Office of Outreach and Engagement can provide additional resources that add value and advance the vision outlined in the proposal.

Thank you for the opportunity to express support for establishing the Center for Ethics and Human Values as a significant milestone for Ohio State.

Sincerely,

Stephen C. Myers, PhD
Associate Vice Provost for Outreach and Engagement



June 19, 2015

Donald C. Hubin
Director, Ohio State Center for Ethics and Human Values
314L University Hall
230 North Oval Mall
Columbus, OH 43210-1365

Dear Professor Hubin,

I have reviewed the proposal that you and your colleagues have developed for the OSU Center for Ethics and Human Values. The proposed center will contribute to the core mission of the College of Arts and Sciences as well as to that of the University, overall.

As you know, one of my priorities as Vice Provost and Executive Dean of Arts and Sciences is to promote cross-disciplinary research collaborations that address critical societal needs. The Innovation Group for the OSU Center for Ethics and Human Values has, primarily through its COMPAS program, already shown the capacity to make vital contributions to this goal. Previous COMPAS programs promoted collaborations across the disciplines of the Arts and Sciences and beyond to address important issues concerning immigration and the division between what is public and what is private. Next year's Sustainability COMPAS program promises to be even more successful in promoting the cross-disciplinary collaboration necessary to meet the challenges facing us.

The other proposed programs of the Center for Ethics and Human Values are similarly promising. The ETHOS (Ethics Throughout Ohio State) program will provide the opportunity to showcase in a productive and engaging manner the ethical concerns that motivate much research in the College of Arts and Sciences. The Ethics Circle program, the EVOC (Ethics & Values Open Colloquium) program, and the ethics workshops are designed to foster formal and informal exchanges between researchers from diverse areas of the University on issues of ethics and moral values that bear on their work. And, finally, the Ethics in the Community program will contribute significantly to the outreach and engagement mission of the College and the University.

Because of its essentially interdisciplinary nature, the Center for Ethics and Human Values will facilitate the continued unification of the three divisions in Arts and Sciences, fostering collaborations between those in the Natural and Mathematical Sciences, those in the Social and Behavioral Sciences, and those in Arts and Humanities. Both the COMPAS program and CEHV colloquia have already developed the relationships that promote such collaborations.

As the University focuses its research, teaching, and service commitments on the Discovery Themes topics, the development of a university ethics center is even more important. Each of the Discovery Theme issues—how we define the problems and evaluate solutions to them—involve reflection on the ethical values that we seek to promote. The focus of the Center for Ethics and Human Values contributes to the integration of the newly funded Arts & Humanities Discovery Theme with the other Discovery Theme areas by promoting humanistic and artistic reflection on all aspects of the Discovery Themes Initiative.

Sincerely,

David Manderscheid
Executive Dean of Arts and Sciences and Vice Provost



THE OHIO STATE UNIVERSITY

Professor Justin D'Arms
Department of Philosophy

350 University Hall
230 N. Oval Mall
Columbus, OH 43210

June 22, 2015

Don Hubin
Ohio State Center for Ethics and Human Values

Dear Don,

This letter is to assure you of the Philosophy Department's strong support for the Center for Ethics and Human Values as you go forward with your proposal. As you know, several members of our faculty have been actively involved in the Center from the start, because we recognize the importance of encouraging research and discussion on issues of Ethics and Human Values. The Center's conferences and speakers have already added to the intellectual climate and stimulated research work in our department. We expect that it will be a valuable resource for the University in the years to come.

The Philosophy department will be happy to assist the Center by providing what support it can for the Center's activities.

Yours Sincerely,

Justin D'Arms
Professor and Chair

8 May 2015

Donald Hubin
Director, OSU Center for Ethics and Human Values
College of Arts & Science
Department of Philosophy
hubin.1@osu.edu

Dear Don:

I write to express my support your proposal for the OSU Center for Ethics and Human Value. This kind of Center can be invaluable for stimulating research and supporting the teaching of ethics and social philosophy across a campus. A Center such as yours will also support the development of future leaders who have integrity and concern for the common good.

Our International Center for Business Ethics, which was started by Richard De George, a prominent business ethicist, promotes individual and corporate integrity through research, teaching, and training on the nature, conditions, and consequences of ethical conduct and to disseminate such knowledge to a wide business and academic audience. It has been funded by major corporate donors and foundations. Your proposed Center would have a broader mission, more like that of the University of North Carolina's Parr Center for Ethics, which supports a wide variety of activities, including speaker series, research grants, a fellowship program, and an Ethics Bowl competition that provides outreach to high schools. The scope and reach of your Center is extremely helpful in creating cross campus, multi-campus, and multi-university connections in research across a range of disciplines and professional schools. With multi-investigator collaborations the norm in academia today, this Center would support as well as create many meaningful and fundable projects.

I endorse your Center and wish you the best of luck with it going forward.

Sincerely,



Ann E. Cudd
University Distinguished Professor
Vice Provost and Dean



June 9, 2015

Prof. Michael A. Neblo
Department of Political Science &
Ohio State Center for Ethics and Human Values
2078 Derby Hall, 154 N. Oval Mall
Columbus, OH 43210-1373

Dear Michael,

I am pleased to respond to your request for an assessment of the likely value that a fully vested center for ethics and human values would make to a major public university like Ohio State. I strongly support the center and believe that it will add greatly to the university in both its research and teaching missions. As a land grant university, moreover, Ohio State has a special commission for outreach to the larger community, and it is here that the CEHV and its COMPAS (Conversations on Morality, Politics, and Society) program stand to make especially notable contributions.

My judgment in this matter is informed by my years as the president of the University of Akron and Auburn University, as well as my current position as president of the National Issues Forum Institute. As you know the goals of the NIFI are closely aligned with those of the CEHV and especially the COMPAS program. Indeed, we at the NIFI have been so impressed with the COMPAS program that we are planning to collaborate on at least one future issue book, with the possibility of longer term collaboration as well. We very much hope that we can help with the outreach goals of the CEHV, and in turn benefit from the enormous resources of a great research university in our goal of promoting high quality public deliberation about matters of common concern.

In sum, I am very favorably impressed by what the CEHV and COMPAS has accomplished so far, and even more excited by what I know that you can accomplish once the center is more fully vested. I wish you all of the best in pursuing your important work.

Sincerely,



William V. Muse
President

COLUMBIA UNIVERSITY

IN THE CITY OF NEW YORK

THE EARTH INSTITUTE

Jeffrey D. Sachs
Director
Quetelet Professor of Sustainable Development

Donald C. Hubin
Director, Ohio State Center for Ethics and Human Values
314L University Hall
230 North Oval Mall
Columbus, OH 43210-1365

June 11, 2015

Dear Professor Hubin,

I am happy to provide a letter of support for the development of the Ohio State University Center for Ethics and Human Values.

As the Director of Columbia's Earth Institute, I'm regularly reminded of the ethical dimensions of the sustainable development challenge. As I said in my Provost's Discovery Themes Lecture last year, OSU's Discovery Themes can be discussed from a variety of perspectives—science, engineering, technology, political science, policy, and governance—but unless we also discuss them from the point of view of ethics and morality, we do not have a chance to actually succeed in identifying and achieving our aims.

One vital contribution that a university-wide ethics center can make to the institution's mission is to engage researchers from diverse disciplines in reflection on the moral aspect of the challenges we face and the proposals for meeting those challenges. It was only natural that my invitation to speak at Ohio State came partly through the COMPAS (Conversations on Morality, Politics, and Society) program of the proposed OSU ethics center.

The next COMPAS program—sustainability—is absolutely critical to the great challenges of our time. The development of sustainable systems for energy and food production, for transportation, and more, is critical for humanity, as will be recognized by all 193 member-states of the UN as they adopt the new Sustainable Development Goals. Universities will be absolutely critical to humanity's success in addressing these challenges.

Much of this vital work is highly technical. However, questions of values cut across disciplinary boundaries. How will the costs of mitigating or adapting to global climate change be shared? How should we weigh the costs and benefits of our actions, or inaction, for future generations? What sorts of global political, legal, and economic institutions are required to meet our global environmental challenges in a just manner?

COLUMBIA UNIVERSITY

IN THE CITY OF NEW YORK

THE EARTH INSTITUTE

Jeffrey D. Sachs
Director
Quetelet Professor of Sustainable Development

These ethical questions are not mere handmaidens to technological developments, but set the agenda for future research and policy initiatives.

Universities also face decisions about their own conduct that raise important moral questions. I had the opportunity to reflect recently on the special moral challenges faced by universities when I was recently invited to speak at Columbia University on the question “What is a Moral University in the 21st Century?” Many of the most important questions facing universities now—and especially many of the toughest choices facing them—raise complex and deep moral considerations. How do we secure new sources of funding research while protecting the integrity and independence of our researchers? How do we protect academic freedom and freedom of speech while ensuring that our institution provides a safe and nurturing environment for all members of our community? Should universities impose non-financial criteria on the investments of the endowment as urged by the divestment campaigns (My own answer is Yes)? What priorities should universities adopt in admitting and funding students? And the list goes on.

These questions require careful reflection and, in an institution such as a university, open and informed discussion of the values involved in the decisions that we make. Such discussion and reflection is not the domain of any single discipline; it must engage faculty, staff, and students from across the institution. A university-wide center for ethics will contribute to the thoughtful, informed, civil discussion of these issues.

The Ohio State University, as the largest and one of the most comprehensive and globally respected land-grant, research-oriented universities has a special role to play in addressing the challenges confronting us in the new “Age of Sustainable Development.” The innovative Discovery Themes Initiative is a recognition of this role. The proposed Ohio State University Center for Ethics and Human Values will provide an integral contribution to Ohio State’s effort to meet its local, national, and global responsibilities to serve as a great land-grant university to the world.

Sincerely,



Jeffrey D. Sachs



Peter Singer, AC
Ira W. DeCamp Professor of Bioethics

University Center for Human Values
5 Ivy Lane
Princeton, New Jersey 08544-1013
T 609.258.2202
F 609.258.1285

April 18, 2015

Professor Don Hubin,
Professor Emeritus, Philosophy
Director, Ohio State Center for Ethics and Human Values
314G University Hall, 230 North Oval Mall, Columbus, OH 43210-1365
hubin.1@osu.edu

Dear Professor Hubin

I was very pleased to learn of your proposal to establish a Center for Ethics and Human Values at Ohio State University.

Coincidentally, I write this letter just after the University Center for Human Values at Princeton University celebrated its 25th anniversary with a memorable conference on "Justice and Injustice in Our Time." The many distinguished speakers were all from outside Princeton but had all benefited from a connection with our Center. This was, as you can imagine, an occasion for reflection on what the Center has achieved, and the answer is: a great deal. It has fostered both teaching and research related to values, and has brought together people from many disciplines that relate to ethics and human values. The teaching it has promoted has challenged thousands of students to think more deeply about the way they live their lives. The research and writing carried out both by the permanent faculty of the Center and by the regular visitors to the Center has benefited the entire area of the study of human values, and has reached out to inform and educate people beyond the academic world.

We often read nowadays that the humanities are in crisis. Enrolments in some core humanities disciplines are falling. Students perceive many of these areas of study as not relevant to their lives. This is emphatically not the case with ethics, however, and especially not with applied ethics. Students are challenged by questions about how they ought to live. Perhaps the growing interest in reflecting on how we are to live our lives is the result of the fact that, for the majority of Americans, as well as most of the citizens of other affluent countries, the problems of food, shelter, and personal security have largely

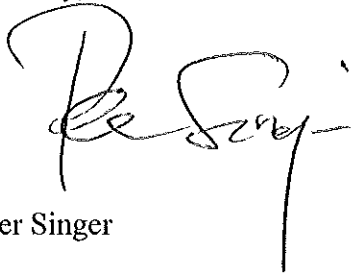
been solved. That leads many of us to ask what else we want, or should want, from life, and that is a starting point for many lines of ethical inquiry.

An interdisciplinary Center for Ethics and Human Values can do a great deal to promote the study and teaching of ethics, as is outlined in the appendix to the proposal. I also place high value on the plans for outreach to the broader public in Ohio and elsewhere. In the growth of books and magazines that discuss philosophy for a general audience, in the number of philosophy-based or ethics-based podcasts, in the attention given to ethical issues on National Public Radio, and in “philosophy café” discussions in cities across the country, there is evidence of a hunger for discussions of ethics outside the university.

Doing ethics – thinking and arguing about it, not just passively reading it – develops our critical reasoning abilities, and so equips us for many of the challenges of a rapidly changing world. More surprising, and more significant still, is the way in which taking an ethics class can change a person’s life. I know from my own experience that taking a course in ethics can lead students to turn vegan, pursue careers that enable them to give half their income to effective charities, and even donate a kidney to a stranger. How many other disciplines can say that?

I very much hope that your proposal is successful, and look forward to keeping in touch with you as your plans unfold.

Sincerely,

A handwritten signature in black ink, appearing to read "Peter Singer". The signature is fluid and cursive, with a large initial "P" and a long, sweeping underline.

Peter Singer



Charles R. Beitz, Director
Edwards S. Sanford Professor of Politics

University Center for Human Values

Louis Marx Hall
Princeton, New Jersey 08544

Tel: 609.258.4853

Fax: 609.258.2729

Email: cbeitz@princeton.edu

April 23, 2015

Donald C. Hubin
Director, Ohio State Center for Ethics and Human Values
314G University Hall
230 North Oval Mall
Columbus, OH 43210-1365

Dear Don,

The best way I can respond to your request for comments about the potential of ethics centers within the larger environment of a research university is to say something about our own University Center for Human Values. The UCHV has just (last week) celebrated its 25th anniversary so its growth and contributions to Princeton have been much on our minds. Each institution is of course different, but I think some of our experience may generalize. I'll try to be brief.

As background, the UCHV's major programs include five different lecture and seminar series involving visiting speakers (one of which is devoted specifically to bioethics); a visiting faculty fellows program (for colleagues from other institutions, typically on sabbatical); a graduate fellows program; a postdoc program; an undergraduate "certificate" program (essentially an interdisciplinary minor); and a fairly wide range of one-off activities co-sponsored with various other units. In addition, the Center supports several faculty positions that are joint with Philosophy, Politics and our Woodrow Wilson School. All of this is made possible by some extraordinarily generous endowment gifts as well as institutional support from the University.

When the Center was founded, the primary aim was to enrich the quality of teaching and research at Princeton on what we broadly describe as moral problems in public and private life. There is no question that this has been accomplished—one doesn't have to look beyond the active programs of lectures and seminars that draw faculty and graduate student audiences from a range of departments in the humanities and social sciences and occasionally the natural sciences. Our visiting faculty fellows routinely remark on the liveliness of the intellectual environment they find here.

A related but distinct point is that the Center's activities have helped to form and reinforce an interdisciplinary community of Princeton faculty and students (both graduate and undergraduate) who think of the UCHV as an intellectual "home" and who interact in their lives as scholars, teachers and students in ways that would not occur if not for the relationships fostered by the Center.

Third, the Center has clearly influenced the University curriculum in both content and pedagogy. For example, we have a course development fund that has encouraged faculty members to establish and revise courses with ethical content. Beyond this, the undergraduate certificate program has spawned a series of "Values and Public Life" seminars devoted to various substantive moral problems in public life with a common pedagogical "template" that tries to encourage reasoned disagreement among students concerning the issues taken up in the seminars.

I should add a word about graduate education. The UCHV doesn't offer graduate courses on its own, but we do sponsor a program of "Graduate Prize Fellowships" that enables graduate students working on issues related to human values from several departments to devote a year to dissertation research without teaching obligations and brings them together in a regular research seminar in which they present and critique each others' work. I conducted this seminar last year and can testify to how much the participants value the opportunity to present their work to others from different disciplinary backgrounds. That process tends to focus attention on ethical problems as they arise within each students' work and helps them become both more sensitive and more articulate about them.

Finally and possibly most obviously, over time the activities of a center like the UCHV contributes to the University's national and international reputation as a leading center for research and teaching with an ethical dimension. Nearly 100 former visiting faculty and graduate student fellows returned to the campus last weekend for our 25th anniversary conference, and it couldn't have been more clear that the Center has developed into something like the hub of a large network of high-quality, productive scholars and teachers who share a concern with the study of values in public and private life. At its most recent meeting our external advisory council described the UCHV as a "jewel in Princeton's crown," and while I generally resist metaphors involving jewelry, there is something to this one.

The short of it is that ethics centers, because of the importance of their basic concerns and the inherent interdisciplinarity of their subject matter, are in a position, if led wisely and adequately supported, to contribute valuably to the internal lives of their institutions as well as to their external reputations. Considered in relation to other sorts of strategic investments a university might make, their costs are fairly modest, and they can produce an outsized return.

I hope this is some help. With all best wishes,

Sincerely,

A handwritten signature in cursive script that reads "Chuck".

Charles R. Beitz

Mailing Address:

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Atlanta, GA 30302-3994

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Email: ethics@gsu.edu
Web: www.gsu.edu/ethics

aicohen@gsu.edu
30 April 2015



Dr. Donald C. Hubin
Professor Emeritus
Department of Philosophy
Director, OSU Center for Ethics and Human Values
350 University Hall
230 North Oval Mall
Columbus, OH 43210-1356

Dear Dr. Hubin,

The Ohio State University has a unique and exciting opportunity for providing a crucial resource for superb interdisciplinary ethics programing. The Center for Ethics and Human Values already has a proven record of accomplishment, which it would leverage to the University's advantage as a university center. As Director of the Jean Beer Blumenfeld Center for Ethics at Georgia State University, I am impressed with the CEHV proposal and I strongly believe that the University and the community will benefit by establishing it as a university center.

This proposed Center for Ethics and Human Values reflects an important and growing trend among research universities toward creating university-wide ethics centers. These centers provide a forum for ethical inquiry and programing. They serve vital needs in the university and wider community.

Ethical questions are not restricted to philosophers and theologians. They arise for students and scholars in any field, as well as for members of the community. All such persons regularly confront ethical questions. They must consider what they owe to and may expect from other persons and institutions. They need a resource to understand the ethical challenges they face in their various roles, whether as professionals, as parties to intimate relationships, or as citizens of an increasingly globalized world. Ethics centers are uniquely poised to satisfy such needs. They can bring together cross-disciplinary scholars and experts to foster reflection and dialogue ethical issues.

One key is dialogue. This is a prominent feature of the CEHV proposal. The field of ethics is not a one-way conduit of information. People approach ethical inquiry as a part of continuing conversations whose tones, focal points, and interlocutors evolve to address current challenges. These challenges are opportunities; they help us to deepen our appreciation of the ethical dimensions that mark our lives.

Ethics centers can and do help to meet important elements of the mission of a research university. Universities provide platforms for growth in the arts, humanities, and sciences. They have responsibilities and opportunities to facilitate the reflection and dialogue that are conditions for such growth. A university-wide ethics center can draw together scholars for cross-disciplinary ethical conversations and provide a focal point for community discussion of timely issues. There are numerous examples of such ethics centers—including growing numbers at peer R-1 universities—that provide the leadership and resources that help members of the university and wider community to lead lives of integrity and responsible citizenship. For example, at Georgia State University, our Jean Beer Blumenfeld Center for Ethics has provided topical symposia, scholarly conferences, ethics consulting, and fostered interdisciplinary research. The CEHV proposal offers each of these in innovative ways.

A university-wide ethics center serves a research university's goals in several ways. First, it provides the programming to foster research and teaching about both theoretical and applied ethical issues. It can do this through conferences and colloquia. Such conferences promote cutting edge research and increase the national and international visibility of the home institution. At Georgia State University, we have sponsored international conferences leading to publications in leading scholarly outlets. We have arranged scholarly colloquia to stimulate continued public dialogue on ethical issues. The CEHV is poised to provide such programs and thus further the international recognition for The Ohio State University.

Second, a university-wide ethics center can be a crucial teaching resource, especially given the growing emphasis with ethics-across-the-curriculum programs marking universities nationwide. Ethical challenges mark all fields. Students and scholars gain from the opportunity to incorporate ethical reflection in their studies. An ethics center can provide a ready resource and the facilitative expertise to promote such discussions and build them into curricula throughout the university. At Georgia State University, among our programs are collaborations with other units for an annual ethics-in-film series, regular discussions and workshops on themes in research ethics, and a platform for experiential learning for undergraduates.

Third, a university-wide ethics center is a community resource. It becomes the go-to target for professional, religious, and community groups seeking experts for lectures, workshops, discussion groups, or consultation. Such an ethics center is also a media resource. News organizations frequently need credentialed ethics experts to speak on topical issues. An ethics center's affiliates provide beacons of careful reflection in tumultuous times. For example, affiliates of the JBB Ethics Center at Georgia State University have appeared on local radio or TV. They have been quoted by local news media about timely controversies. They have appeared at public forums sponsored by civic, cultural, or business groups. The CEHV at The Ohio State University would similarly be a compelling and respected resource in the greater Columbus community.

Fourth, a university-wide ethics center is a crucial resource for researchers, both within and beyond the university. Major grantors are increasingly expecting applicants to incorporate ethics into their proposed research projects. Ethics center affiliates offer the personnel and programming that make proposed research more appealing and relevant as fundable projects. Affiliates of the Ethics Center at Georgia State have received national and international

recognition and awards for their work, and they have been successful at using the resources of the Center to obtain major grant awards. The affiliates of a university wide center at OSU would be poised to capitalize on the vast research talent at the University.

With the resources of a university-wide ethics center, the university hosting the center gains additional credibility as a community leader. Students, scholars, and citizens gain from opportunities to reflect on enduring ethical challenges. The university supports a platform for continuing research in all fields.

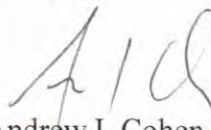
Though I was not asked to comment on the merits of specific proposal for the Center for Ethics and Human Values, please allow me to commend its track record and proposed programs. CEHV has already shown it has the programming insight as well as campus and community connections to be a leading university ethics center among a growing field of peers. It serves as a crucial locus for ethical discussion, research, and reflection. It has drawn together experts and scholars from across the disciplines with engaging and topical programing. Of special note is how such programs are not one-off. For instance, its COMPAS program spans an entire academic year, draws together the campus and wider community, and provides thematic unity to a series of linked campus programs. CEHV has already attracted cross-disciplinary interest with its programs. It has already fostered scholarship with its innovative colloquia.

Were CEHV to become a university center, it would be in a superb position to nurture ethical reflection and teaching across curricula. With ETHOS and other programs such as the Ethics Circle, the proposed speaker series, and pre/post-doctoral fellowships, it would draw together scholars, administrators, and students to foster the interdisciplinary collaboration and conversation that research universities increasingly commend. CEHV would promote innovative research of interest not only to scholars in ethics but to practitioners in any field.

I confess I plan to borrow from the ideas in the CEHV proposal and explore how to include them in programs at Georgia State University. They will surely excite affiliates of the Jean Beer Blumenfeld Center for Ethics, and they should be immensely appealing for my university's administrators. The CEHV proposal also includes excellent ideas for how a university-wide ethics center can help its university satisfy its mission, especially in a large city environment.

The Ohio State University's Center for Ethics and Human Values has shown it has the experience and drive to satisfy crucial research, teaching, and outreach needs. Were it to become a university-wide ethics center, it would be in a substantially better position to meet such needs. I look forward to it joining the growing ranks of vital university ethics centers among the world's leading research universities.

Sincerely,



Andrew I. Cohen
Associate Professor of Philosophy
Director, Jean Beer Blumeneld Center for Ethics



Philosophy
UNIVERSITY OF TORONTO

April 21, 2015

Professor Donald C. Hubin
Department of Philosophy
350 University Hall
230 North Oval Mall
Columbus, OH 43210-1356

Dear Professor Hubin,

Thank you for your letter and the information about your exciting plans for an OSU Center for Ethics and Human Values. I'm happy to write in support of these plans. The comments that follow reflect my experience at my own university's Centre for Ethics, which I've been actively involved with since its founding in 2005 and whose Interim Director I was in the second half of 2011, when its then-Director was on leave.

To my mind, three of the principal contributions our Centre has made are clearly reflected in your proposal. One is to bring together scholars doing ethics-related research in different academic units and form them into a productive interdisciplinary ethics community. This has certainly happened at Toronto, where researchers from philosophy, political science, law, religious studies, management, medical ethics, and more have come together at the Centre as they hadn't done before. Those working on the more theoretical side of ethics, principally in philosophy and political science, have enriched the understandings of foundational issues of those focused mainly on practical topics, while the practical researchers have helped the philosophers and political theorists see the real-world connections of their ideas. Through its Centre for Ethics an interdisciplinary ethics group exists at Toronto as it didn't before. Moreover, the group doesn't contain just faculty members. Through undergraduate fellowships and graduate associateships, students at different levels have been actively involved in the Centre's activities and, like the faculty, have been exposed to work in neighbouring disciplines they might not otherwise have encountered.

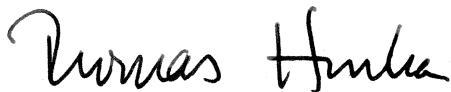
Here one aspect of the proposed COMPAS program strikes me as especially promising. This is the proposal, apparently already implemented, for year-long "conversations" on specific topics such as immigration. This has the potential to involve rotating groups of scholars in the Center's activities, rather than always the same ones, and in particular to attract researchers who might otherwise not participate in ethics-focused research. Someone working on the economics of immigration, for example, might not find much of interest in a generic ethics lecture but be positively engaged by an interdisciplinary series specifically about immigration.

A second principal contribution is to public outreach beyond the university. The Toronto Centre has mounted well-attended Public Lectures by leading ethics scholars as well as Public Interest Forums on specific practical issues of the day. One of these was on journalistic ethics and brought academics together with newspaper editors and TV producers; another was on assisted death, given a recent Canadian Supreme Court ruling on that subject. Ethics is clearly a topic of broad public interest, and a research Center focused on ethics is better placed to reach out to the community and engage that interest than individual departments in which ethics research is just a small part of what they do.

The final contribution is to teaching. The Toronto Centre mounts a special capstone course for a program on Ethics, Society, and Law and has also designed courses to help students fulfil an Ethical Reasoning requirement recently added to all Arts and Science programs. Some of this teaching has been done by the Centre's postdoctoral fellows, who combine their research contributions and experience with classroom ones. No doubt OSU's teaching needs in ethics are somewhat different, but the proposal to include teaching in the COMPAS program is another strong feature of your plan.

A Center for Ethics and Human Values will require some commitment of resources from the university, but it need not be a very large one. And the Center can contribute in at least three ways to the university's mission: by promoting research, in particular interdisciplinary ethics research; by mounting community-outreach programs on a topic of lively community interest; and by strengthening undergraduate ethics-related teaching. I've seen my own university's fulfil all these functions and am confident that a similar Center at OSU will do the same.

Yours sincerely,

A handwritten signature in black ink that reads "Thomas Hurka". The signature is written in a cursive, flowing style.

Thomas Hurka
Chancellor Henry N. R. Jackman Distinguished Professor of Philosophical Studies

April 8, 2015

Professor Don Hubin
Professor Emeritus, Philosophy
Director, Ohio State Center for Ethics and Human Values
314G University Hall
230 North Oval Mall,
Columbus, OH 43210-1365

Dear Professor Hubin,

I write to offer my support for your proposal to establish the Ohio State Center for Ethics and Human Values. As the former Director of the Poynter Center for the Study of Ethics and American Institutions (2003-13), an endowed research center at Indiana University, I am well aware of the unique opportunities that an ethics center can bring to a comprehensive research university. An interdisciplinary ethics center of the sort you envision provides a unique venue for OSU faculty, students, community members, and visiting scholars to take up new ideas, critically examine fundamental assumptions regarding their research, construct new curricular programs, and collaborate in a context that operates outside of the silos that shape research and teaching in the modern university. In my experience, faculty and students came to the Poynter Center knowing that no one in the room had a monopoly on the topic under review. That fact was liberating to all involved in that it put everyone on the same level of the field of inquiry. It enabled scholars, visitors, and students to try out new ideas, attend carefully to others' contributions, and participate in knowledge-creation in a truly inclusive, dialogical, and collaborative way. It meant that everyone was out of his or her "comfort zone," moving between and across disciplinary boundaries – precisely where new and creative ideas materialize.

Your center will accomplish that valued goal. It will enable scholars to study problems – your COMPAS topic of immigration comes immediately to mind – that require multiple and overlapping specializations. Countless social, ethical, and political controversies today are too complicated for any one discipline to tackle. An ethics center is precisely the forum for scholars and students to bring their moral insights to bear on important public problems and to think about what ought to be done in response to them. A center that combines theory and practical application is a rare item in American higher education, and with the formal establishment of a new ethics center, OSU will immediately join a small cluster of unique and innovative institutions in higher education.

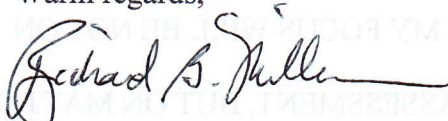
Having read your proposal, I applaud you for your vision of the center's mission, constituencies, and programs. I especially want to commend your proposal to bring pre- and

post-doctoral fellows to the center. Those opportunities are “game-changers” for young scholars, and by providing such fellowships, OSU will make its mark on several generations of budding, creative academics. Those fellows will also bring fresh ideas and vitality to everyone with whom they interact at the center and across the university.

Bringing together senior and junior OSU faculty, students, pre- and post-docs, and community members, the center will create intellectual partnerships that are rare and synergistic. The center will be the “go-to” place at OSU where students, faculty, and community members take up questions that matter to them and to the public at large. An ethics center is a unique forum to incubate innovative pathways for inquiry about right and good ways to envision human welfare, social responsibility, and political justice. I can’t imagine a more important center for a public university to support today.

I wish you success in your endeavors. If there is anything I can add by way of support for your proposal, please do not hesitate to contact me.

Warm regards,



Richard B. Miller
Professor of Religious Ethics



STANFORD

SCHOOL OF
HUMANITIES AND SCIENCES

Debra Satz

*Marta Sutton Weeks Professor of Ethics in Society
Professor of Philosophy and, by courtesy, Political Science
Director, Bowen H. McCoy Family Center for Ethics in Society
Senior Associate Dean for the Humanities and Arts*

To Whom it May Concern,

I write in enthusiastic support of the proposal for an ethics center at Ohio State University. The Ethics Center at Stanford University has transformed the institution in a number of important ways:

1. It has provided a focal point for faculty and students interested in questions that have a normative dimension. Faculty from across the school have been involved in interdisciplinary research initiatives such as the ethics of climate change; ethics and war; and the ethics of wealth;
2. It has developed new classes and an honors program. Stanford currently requires every student to take a class in moral reasoning and these classes have almost all been developed with the support of the Ethics Center;
3. It features high profile events that serve a diverse audience;
4. It infuses itself into the campus ethos and creates programming where people can come together and discuss and explore important questions of human values.

Other Ethics Centers at R-1 research institutions seem to have had similar effects. At a time when most public problems have an important ethical dimension, and when colleges have seen a large number of high profile problems that represent failures in ethics as much as anything (cheating scandals, a culture of violence against women, etc) an ethics center can play a critical role in education. I am a strong supporter of this effort.

Sincerely,

Debra Satz



Professor Donald Hubin
Department of Philosophy
The Ohio State University

April 5, 2015

Dear Don,

I'm writing to express my strong support for the prospect of inaugurating the OSU Center for Ethics and Human Values. After a careful reading of the proposal you sent, I'm convinced that the CEHV would be a terrific addition to the Ohio State community—indeed, its reach would extend well beyond that, and redound to the benefit of the larger Columbus community and other citizens of Ohio.

A center for ethics can play a vital role at a major research university such as OSU. It is bound to be the central clearinghouse for ethical discussion on campus. It can not only serve as the go-to site to better and more efficiently publicize already-existing activities, but will naturally serve as the incubator for thinking about the ethical dimensions of the diverse research being done on the OSU campus. Another important virtue of a university ethics center is its ability to bring stakeholders from across the schools and disciplines together to think constructively about pressing contemporary ethical issues.

One of the special attractions of an ethics center at the state's flagship public university is the ability of the center to enhance the university's reputation among the citizenry for doing important practical work that can engage the interests of those beyond the university community. Hosting forums, speakers or panels across the state on topical ethical issues can help shore up citizen support for the university and admiration for the work that its faculty do.

I'm certain that a well-run ethics center at OSU would yield all of these benefits and more. Besides, it's got a good deal of catch-up to play against Michigan, which has had a prominent ethics center of its own for the past decade!

Best wishes,

Russ Shafer-Landau
Professor and Chair

As of July 1:

Professor of Philosophy and Director, Parr Center for Ethics, UNC-Chapel Hill

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DENNIS F. THOMPSON
ALFRED NORTH WHITEHEAD PROFESSOR EMERITUS

2 April 2015

Professor Donald C. Hubin
Director, Ohio State Center for Ethics and Human Values
314G University Hall, 230 North Oval Mall
Columbus OH 43210-1365

Dear Don,

I am writing in response to your request for my thoughts about the contributions an ethics center of the kind you are proposing can make to a major research university. As you might expect, I am a strong supporter of the idea of an ethics center, and believe that such institutions make valuable contributions both to liberal arts colleges and research universities. I base this confidence on my 20 years of experience as a founding director of Harvard's center, and as a mentor to our faculty fellows who went on to establish similar centers at more than a dozen other colleges and universities, including Princeton, Toronto, Duke, Stanford and Tel Aviv.

An encounter in the early years of our center, still etched in my mind, exemplifies one of the most important contributions an institution of this kind can make. At one of our dinner seminars, the great philosopher, John Rawls, sat next to Ken Ryan, then chair of the OB/GYN department in our medical school and almost as renowned in his field as was Rawls in his. Typical for Harvard, the two had never met but they immediately became engaged in a vigorous and sustained discussion of the morality of abortion. As they talked, students, fellows and other faculty gathered around the table, offering their own comments. The discussion went on for hours. Later, both Ryan and Rawls said the encounter had influenced their own teaching and writing. Until he became ill, Rawls scarcely missed an event in our center, and was more than once heard to comment, "This is where the most interesting discussions happen at Harvard." Over the years, faculty and students, many not yet so eminent, came together in our various activities, and also with productive consequences for their own thinking and writing. In the absence of an ethics center or similar institution, such opportunities to engage seriously across disciplinary and institutional boundaries, especially those between the humanities and the professions, are surprisingly rare in most large universities.

We took advantage of this synergistic capacity of our center to promote ethics education and research throughout the university. Here are a few examples. Our business school had earlier tried but failed to hire a critical mass of faculty to teach ethics, but with our help managed to identify and recruit a talented group of younger scholars, who are now tenured and well respected by their colleagues. Ethics courses in our law school, taught mostly by adjuncts, had focused on the ABA rules, boring most students. Several young law professors spent a year in our center, and returned to create what became one of the most popular courses in the school partly because it raised broader issues of the ethics of the profession and the morality of the law. In the undergraduate college, we worked with faculty who wanted to introduce ethical considerations into their courses. More than 50 new or revised courses in 20 different disciplines were developed, including anthropology, biology, comparative literature, political science, religion, sociology, and even economics. We convened a year-long workshop with faculty and graduate students, who prepared new case studies and discussed how to use them on issues (such as confidentiality and corruption) common to the various professions. Some of these examples describe responses to problems that are specific to Harvard, but suitably generalized they illustrate some of the ways that any center can facilitate faculty and curricular development.

Our initial efforts were directed toward the faculty and the curriculum, but as they began to bear fruit, we turned more attention to students. A graduate fellowship program, which became highly competitive, offered advanced students the opportunity to learn from others with different disciplinary and intellectual perspectives—in the case of philosophers and theorists from those in more applied fields, and in the case of law, medicine, public policy and business students from those with greater theoretical aptitude. A similar program for undergraduates awarded stipends for summer projects that combined public service with academic writing. Monthly public lectures, each followed by a seminar and a workshop, showed that contentious issues of the day, such as healthcare, genetic engineering, and privacy, could be addressed by students and faculty as well as members of the community—with intellectual seriousness and mutual respect. Other centers have mounted similar programs, and undertaken no less valuable but different initiatives of kinds we never attempted (such as Duke’s outreach to the public school system in Durham).

Once a center is established, the possibilities for making contributions to the university (and beyond) are vast, often greater than most people imagine at the beginning, and sometimes greater than the administration appreciates even later. When the university administration threatened to close the highly respected Toronto center a few years ago because of lack of funding, faculty and students vigorously (and ethically) protested. They persuaded the president and the deans to relent, and to help raise additional funding.

That brings me to the greatest challenge facing ethics centers. It is not, as is sometimes thought, the difficulty of encouraging interdisciplinary teaching and research especially on a subject of this kind. We found, as you have probably already also seen, that there are many faculty and students who are eager to engage in the study of practical ethics, and who welcome interactions with colleagues from other departments and schools. The challenge is to find the funds necessary to support the activities that this great and growing interest needs. My experience is that everyone says ethics is important, and presidents and deans even praise its value in the university, but precisely because everyone benefits, everyone thinks someone else should support it. A classic collective action problem. We solved it because the president (Derek Bok) made the center a high priority and made sure the deans and the development office also did. (In a press interview toward the end of his term, Bok cited the ethics center as one of the initiatives of which he was most proud.) To fulfill the potential of any ethics center, strong support from the president and central administration, as well as the deans of the schools, is essential.

I have read your proposal for the Center for Ethics and Human Values at OSU, and have talked with some of your colleagues about your plans. The proposal is very much in the spirit of successful ethics centers already established it but also shows that your center has the potential to make valuable and distinctive contributions of its own. I am impressed with what you have accomplished so far, and have high expectations for what you will be able to do once the center is officially approved. The aims you set out seem to strike just the right balance between relevance and rigor, and the methods you describe, especially the emphasis on deliberation, are well suited to teaching of ethics in the broad sense that you rightly espouse. On behalf of my colleagues here, I wish you the best success with this important venture.

Yours sincerely,

A handwritten signature in black ink, appearing to read "Dennis". The signature is fluid and cursive, with a long horizontal stroke at the end.