Dear Dr. Miriti and Dr. Smith,

Attached is a report for the review of the Newark Earthworks Center (NEC) that recently has been completed by the CAA Centers Review Committee, for inclusion with materials for the July 12, 2018 CAA meeting agenda. The NEC self-study report is also attached. Two appendices that are too large to send by email are available in a BuckeyeBox folder provided by Katie Reed.

The Centers Review Committee, NEC Interim Director Marti Chaatsmith, and Dr. William MacDonald have reviewed and approved the Centers Review Committee report and the NEC self-study report and appendices for submission to CAA.

Please let me know if any additional information is needed at this time.

Thank you,

Celia E. Wills

Celia E. Wills, PhD, RN
Graduate Studies Chairperson & College Secretary, Associate Professor
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MEMORANDUM

To: Council on Academic Affairs (CAA)
Professor Maria Miriti, Chair
Professor W. Randy Smith, Vice Chair

From: CAA Subcommittee for Centers and Institutes Review
Professor Celia E. Wills, Chair
Professor Eric Bielefeld
Professor Laurice Joseph
Mr. Daniel Puthawala
Professor Tania Oberyszyn, University Research Council (URC)

Copy: Marti Chaatsmith, Newark Earthworks Center (NEC) Interim Director
Dr. William MacDonald, Executive Dean of the Regional Campuses, Dean and Director, Ohio State Newark

Re: Review and Recommendation for the Newark Earthworks Center (NEC)

The CAA Subcommittee for Centers and Institutes Review (hereafter referred to as the Centers Review Committee) provides this report and recommendation for action to CAA in regard to the review of the Newark Earthworks Center (NEC) that was completed on June 27, 2018.

Review Process

The Academic Center Guidelines as established in Faculty Rule 3335-3-36 Centers and Institutes, Review of University Centers, guided the review process. The specific process for the review of the Newark Earthworks Center (NEC) was as follows:

- An initial meeting occurred on January 12, 2018 with NEC Interim Director Chaatsmith and professors Smith, Miriti, and Wills to overview the Academic Center Guidelines, provide specific instructions for the preparation of the NEC self-study document, and to address initial questions and discuss the projected timetable for development of the NEC self-study report.
- In February – May 2018, several revisions of the draft self-study report were iteratively refined by NEC Interim Director Chaatsmith in consultation with Professor Wills. During this time period, NEC Interim Director Chaatsmith completed discussions with Dr. MacDonald regarding the fiscal year 2019 budget for NEC, culminating in a letter from Dr. MacDonald regarding the 2019 NEC budget (NEC Appendix C, PDF p. 295/398).
- The Centers Review Subcommittee formally reviewed the final draft self-study report and appendices during June 2018.
- Initial review comments were compiled and distributed to the Centers Review Subcommittee, NEC Interim Director Chaatsmith, and Dr. MacDonald in advance of a synchronous meeting on June 27, 2018 to discuss the self-study report and reviewer feedback.
- This memorandum re: Review and Recommendation for the Newark Earthworks Center (NEC) was developed and finalized in consultation with the Centers Review Subcommittee, NEC Interim Director Chaatsmith, and Dr. MacDonald.
Review Findings

The CAA Centers Review Subcommittee found the self-study report to be generally well-developed and comprehensive in addressing the required review elements (Mission, Faculty and Student Involvement and Contribution, Administrative Structure and Responsibilities, Budget, and Evaluative Criteria and Benchmarks). Some reviewer questions about NEC leadership structure and future directions, future sources of funding, NEC benchmark goals, and NEC sustainability approaches were further clarified in discussion during the referenced June 27, 2018 meeting. Review findings are summarized below by the key areas of the review.

Mission
- The NEC was established in 2006 with a focus on, “…inquiry into Native American Indian achievements, centering on the Newark Earthworks,” with four objectives to direct NEC activities: 1) multidisciplinary research, 2) undergraduate educational enrichment, 3) teacher training and support, and, 4) outreach. Evidence is provided in the self-study report to indicate that NEC generally met its mission in these four areas.
- The Mission and objectives are planned to be reviewed and revised in collaboration with the NEC Faculty Oversight Committee (FOC) in 2018-2019, as part of strategic planning for the NEC, and in context of the May 3, 2018 support letter from Dr. MacDonald confirming a reorientation of NEC toward scholarship (NEC appendix, PDF p. 295/398).

Faculty and Student Involvement and Contribution
- The self-study report provides evidence of faculty and student NEC engagement and contributions.
- A Faculty Oversight Committee (FOC) exists but there has not had much activity with NEC in recent years. In 2018-2019, an early activity will be the re-engagement of the FOC with NEC.
- Students have been somewhat engaged in the NEC, but with potential for enhanced involvement of students going forward, including but not limited to social media approaches to increase the visibility of NEC, and to build connections between the OSU campuses to expand the reach of NEC, including for student scholarship/research activities.

Administrative Structure and Responsibilities
- The administrative structure and responsibilities of the NEC staff appear to be appropriate at present, within a planned transition period to a permanent Director.
- The complementary roles of the Director and Associate Director were further clarified in the referenced June 27, 2018 meeting. The NEC staffing structure will remain in place for 2018-2019, consisting of a full-time interim director and Office Associate (NEC self-study report, PDF p. 30/52).
- Dr. MacDonald confirmed a goal to appoint a permanent NEC Faculty Director from among the tenure track faculty by Autumn 2019.

Budget
- As described in the NEC self-study report, the NEC experienced a budget crisis in 2015, resulting in a reduced budget and activities for NEC.
- In August 2015, four conditions were set by the Office of Academic Affairs (OAA) for the NEC to meet to continue as a university Center: 1) identify and be accepted by an administrative unit on the Columbus campus where the NEC would relocate; 2) identify sustainable sources of funding; 3) review the NEC mission and objectives and make changes, if necessary, to align more of the center’s activities toward research and scholarship; and, 4) develop a strategic plan for the NEC future activities in collaboration with the Faculty Oversight Committee and Dean/Director (Appendix A4 xiii, p. 196).
• There is evidence provided in the self-study report that the four 2015 OAA conditions for the NEC to continue as a Center have been met or are in progress (see Timeline for 2018-2019, p. 48/52, NEC self-study report), as follows:
  o Permanent space and resources have now been identified for NEC on the Newark campus.
  o Sustainable sources of funding include some budget support from Newark as well as external sources. Internal and external sources of funding for fiscal year 2019 have recently been clarified (NEC Appendix C, PDF p. 295/398). An existing balance of approximately $9,393 in internal/external funds is expected to be available, as well as an annual gift of approximately $12,500/year from the Licking County Foundation. Identification of additional sources of funding to support sustainability is in process; the NEC will develop an external funding procurement plan during 2018-2019. Dr. MacDonald confirmed that there is improved confidence in achieving NEC budget sustainability in context of an improved economic status of the Newark campus. NEC Interim Director Chaatsmith noted a favorable funding environment for scholarship/research in American Indian Studies (AIS).
  o As confirmed with Dr. MacDonald, in 2018-2019, the NEC activities will reorient to research and scholarship, including consultation with the Faculty Oversight Committee to review and revise the original mission and objectives of the NEC.
  o In 2018-2019 the NEC and Faculty Oversight Committee (FOC) will develop a strategic plan for the NEC.

Evaluative Criteria and Benchmarks

• The self-study report provides evidence that the NEC has maintained a level of activity within each of the original four areas of the original NEC objectives (multidisciplinary research, undergraduate educational enrichment, enhance K-12 education, outreach and engagement). The described budget crisis has limited the scope of recent NEC activities.
• It is anticipated that NEC will reorient starting in the 2018-2019 to emphasize scholarship activities.
• A recent development with potential for highly significant favorable impact for the NEC (e.g., increased visibility, potential new collaborations for research/scholarship) is the World Heritage nomination of the Hopewell Ceremonial Earthworks (see separate appendix provided) which include the Newark Earthworks. At the referenced June 27, 2018 meeting, it was confirmed that periodic updates on the outcome of an application for World Heritage status (to be submitted in 2020) will be available.
• Access to some portions of the Earthworks (e.g., Octagon Earthworks) is currently limited for research purposes based on lease status with Mound Builders Country Club golf course (negotiations in process).

Overall Summary and Centers Review Subcommittee Recommendation

The CAA Centers Review Subcommittee concludes that the NEC: (A) has generally fulfilled its stated mission; (B) is working within its own budgetary constraints, but requires sustainability of funding; and, (C) is partially meeting its own evaluative criteria and benchmarks. The CAA Centers Review Subcommittee recommends the conditional continuation of NEC with a follow-up report to be provided by NEC to CAA in 2020-2021. The following specific recommendations are made for the NEC to provide updates in 2020-2021 concerning the:

• Status of the NEC mission, strategic plan, and meeting of the NEC evaluative criteria and benchmarks, including the status of revisions for these areas.
• NEC budget status, including the sources, types, and status of applications submitted for internal and external funding to support the sustainability of NEC.
• Status of the World Heritage application for the Hopewell Ceremonial Earthworks.
• Physical access to sites for NEC research in relation to the existing golf course.
Newark Earthworks Center Self-Study

2009 - 2018

Submitted May 30, 2018
Marti L. Chaatsmith, Interim Director

The Newark Earthworks Center Staff
Marti Chaatsmith, Sheila Carpenter, Megan Cromwell
The Ohio State University at Newark, 1179 University Drive, Newark, 43055
The Newark Earthworks: A Place of Indigenous Accomplishment and Outstanding Universal Value

Brilliant American Indian cultures flourished two thousand years ago, leaving in the lands around the Ohio Valley a spectacular concentration of monumental earthen architecture (for overviews see Lepper; Pacheco; Mainfort and Sullivan). Hundreds of embankments, mounds, walled walkways, effigies, and enclosures were designed to be precise, geometric, and extraordinarily large. Earthen enclosures in the shapes of circular rings with entryways facing east, squares with rounded corners and entryways, octagons with eight entrances, long passageways bordered by smooth earthen walls, conical mounds, low walls bordering large areas, and huge flat-topped rectangular burial mounds were placed along rivers, creeks, and natural land formations, with earthworks traversing the landscape for miles. The Indigenous people of the so-called Hopewell culture constructed them using precise geometry and a single unit of measure, equivalent to 1,054 feet. This measure was used to create giant circles throughout the Ohio Valley. The builders used its multiples to mark the distance between earthworks located far apart from each other and to create smaller circles and squares. Early reports from scouts and settlers indicated finding more than 60,000 conical mounds and approximately 600 earthworks “complexes” with two or more earthen enclosures with mounds and walkways. Today in Ohio, approximately 16,000 conical mounds and earthworks still exist. About 10,000 are conical mounds, 600 are geometric earthen enclosures, and there are a few animal effigies, including the world-renowned Serpent Mound.

The Newark Earthworks are the largest geometric earthen enclosures in the world, and of the four original enormous earthen enclosures, the octagon and the giant circle still stand. Each of the four shapes on the original nineteenth-century survey map apparently served a different purpose. The complex can be described, but its meaning cannot yet be accurately interpreted. The Octagon Earthworks consists of an octagon joined to a circle by a walled walkway. The oval was a cemetery.

Between the earthen circle known as the Great Circle and the cemetery stood an enormous square. The design of the complex indicates that the earthworks were connected in specific ways with walkways bordered by earthen walls. People could not
walk directly between the Octagon Earthworks and the Great Circle because walkways were not built between them. Processions could occur between the giant square and all the other enclosures. The Great Circle could be reached only by traveling through the square. The oval cemetery was directly connected to the square and the Octagon Earthworks.

Within each of the earthworks, entry and departure were also prescribed. For example, the only way to enter the Octagon Earthworks was through the octagon side of the enclosure, because the circle was continuous except for the spacious entryway, which measured the width of the walled walkway that connected the two geometric enclosures. The entire complex was well planned, built on perfectly level, well-drained gravelly terrain, safely out of reach of erosion and flooding.

The Great Circle opens to the east with only one entryway leading into the twelve-hundred-foot diameter circle flanked by fourteen-foot walls. A ditch built along the inside of the circle, lined with clay and large slabs of slate, held water. This moat would have encouraged wildlife and vernal pools, signaling spring with the sounds of peepers, insects, and birds. In the center stood a raised triangular shape, today called the “eagle” mound. Except where waterways are natural boundaries, the entire complex was encircled by a low earthen wall; a section of the wall can still be seen on the northeast side of the Great Circle.

We believe the SAI’s (Society of American Indians) leaders visited the Octagon Earthworks in 1911. There, the group would have observed what can be seen today: a park setting with grassy six-foot earthen embankments in the shape of an enormous circle joined by a long walled walkway to a giant regular shaped octagon with wide entryways at the corners and barrier mounds just inside the entryways, blocking the view to the inside. The large circle has an area of twenty acres; the octagon has an area of fifty acres. On the southern side of the earthworks, just outside the Octagon, stands a smaller perfect circle with an entryway opening to the east. Perhaps some of the SAI leaders had read about the earthworks in the Smithsonian Museum’s first volume, *Monuments of the Mississippi Valley*, published in 1848 (Squier and Davis). If so, they knew the Octagon was just one section of the entire Newark Earthworks, and that the Newark Earthworks was one of many complexes that had been surveyed and recorded
before settlement, urbanization, and industry destroyed them. The exact age of the earthworks was not known then, but the Smithsonian had convincingly established that the earthworks were built by ancestors of American Indians and not by a separate race of people.

The SAI visitors likely made their way to Observatory Mound, a flat topped mound capable of accommodating thirty people or more situated at the midpoint of the giant circle and marked by two low, parallel walls extending outside beyond the platform mound and aligned with the ceremonial walkway that connects the circle to the octagon. This was where the group likely gathered and sang together. Observatory Mound at the Octagon Earthworks was engineered to serve a special purpose, one that modern science did not understand until 1982 when Ray Hively, an astronomer, and Robert Horn, a philosopher, published their remarkable findings as the essay “Geometry and Astronomy in Prehistoric Ohio.” The authors had surveyed the Octagon Earthworks to demonstrate that, similar to Stonehenge in England, solstice solar alignments could be easily found at any site. However, their research confirmed no solar alignments. To their astonishment, they found that the Octagon Earthworks were built to serve as a lunar observatory designed to mark the singular event known as the “major lunar standstill.” In their attempt to debunk the idea that ancient sites were deliberately associated with astronomical alignments, Hively and Horn had recovered Indigenous scientific knowledge dating back at least two thousand years.

Major lunar standstills occur at the peak of the long lunar cycle (see Young for a user-friendly explanation). A lunar cycle consists of a total of eight lunar moonrises and moonsets and takes 18 years and 219 days to complete. The peak of the cycle is accompanied by a year leading up to the peak year of the standstill and a year following it. During each month of the major lunar standstill years, the moon’s rising transits farther along the eastern horizon than the sun. This means that for two weeks the moon travels north along the eastern horizon, and then it reverses direction and travels south along the eastern horizon for two weeks, each time going farther than the sun’s transits. An explanation of the lunar cycle is complicated because it is the result of astronomical relationships among the sun, the earth, and the moon in addition to several factors that affect movements of the moon, including the angle of the moon’s tilt in its orbit around
the earth, the twenty-nine and a half days it takes for the moon to revolve around the earth, during which the appearance of the moon changes in what we know as “moon phases,” and the twelve to thirteen cycles of lunar phases the moon completes in the course of a year.

As complex as the moon’s cycle is, lunar standstills have been observed for thousands of years by many cultures at sites around the world using different kinds of materials and methods. More to the point, the Indigenous people of the Eastern Woodlands built the Octagon Earthwork’s walls and entryways to track all eight of the alignments during the entire lunar cycle. The architects intended six-foot earthen embankments to create a smooth artificial horizon for viewing the moonrises and moonsets from within the Octagon Earthworks. On specific and predictable dates, people standing on Observatory Mound viewed the moon rising above the parallel walls connecting the circle to the octagon through the octagon’s farthest entryway.

- Excerpt from “Singing at a Center of the Indian World: The SAI and Ohio Earthworks” by Marti L. Chaatsmith. The American Indian Quarterly, Volume 37, Number 3, (Summer) 2013, pp. 181-198. Published by University of Nebraska Press.
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Note:
NEI refers to “Newark Earthworks Initiative” which was used as the name for the Newark Earthworks Center (NEC) prior to its approval as a Center by the Ohio State University Board of Trustees on December 8, 2006.
Introduction: The Newark Earthworks Center

In the early years of the new millennium, OSU-Newark campus faculty, professional archaeologists, and dedicated community members envisioned an academic center that would provide opportunities to re-invigorate the study of Ohio American Indian history and Ohio’s archaeological sites and communicate these findings to the public. At about the same time, Ohio State University (OSU) President Karen Holbrook and OSU-Newark Regional Campus Dean/Director William MacDonald issued dual challenges to develop an institute for interdisciplinary teaching and research in areas not available in the larger university.

In 2003, faculty specializing in early American History at OSU’s Newark campus noted the emergence of American Indian Studies in academia. History faculty at the campus were amazed to learn of researchers who equated the Newark Earthworks – located two miles from the Newark campus - to the world’s most revered sites, such as Stonehenge and the Egyptian Pyramids. More than two thousand years ago in hundreds of places across the Ohio Valley, Indigenous people constructed enormous earthen architecture in precise geometric shapes throughout Ohio. These earthworks were imagined, planned, and built by the ancestors of contemporary American Indians to accommodate large gatherings, carry out ceremonies and social activities, and to observe celestial cycles.

Three major earthworks places in Ohio: the Newark Earthworks, the Hopewell Culture National Historic Park, and Fort Ancient State Memorial, known collectively as the Hopewell Ceremonial Earthworks, represent mastery of the environment and applied knowledge from astronomy, geometry, and construction engineering by pre-Contact Indigenous people. Most of these places were destroyed during Ohio’s settlement in the nineteenth century, and the Newark Earthworks are the only two sites left intact. The earthwork sites make up a serial nomination which is currently being prepared for inscription as World Heritage Sites by the United Nations Educational, Scientific and Cultural Organization (UNESCO) and expected to be the next site

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1 The terms “American Indian,” “Native American,” “Native,” and “Indigenous” are used interchangeably here to highlight inclusivity and a respect for individual choices regarding usage of terms.
nominated by the U.S. Department of Interior. See the UNESCO World Heritage Tentative List - Hopewell Ceremonial Earthworks:


Inspired by the Newark Earthworks, the OSU-Newark faculty approved start-up funding in 2004 to develop the proposal for the Newark Earthworks Center (NEC). The NEC was established by the Board of Trustees in 2006 [Appendix E vi, p. 375]. The NEC and three partner organizations formed the core of a working group to carry out research, public education and community outreach initiatives. The working group consisted of the Ohio State University through the NEC, the University of Cincinnati’s Center for the Electronic Reconstruction of Historical and Archaeological Sites (CERHAS), which was creating digital exhibits about the earthworks, and the property owners of the earthworks parks: the Ohio History Connection (formerly the Ohio Historical Society) and the National Park Service. Through these efforts, the Newark Earthworks Center’s mission led to collaborative approaches that have captured national attention for Ohio’s Hopewell Ceremonial Earthworks. In addition, the NEC’s advocacy has expanded the interpretive narrative to include recognition that Ohio’s Removed Tribes were the last Indigenous stewards of the earthworks until their forced removal in the mid-1800s, and acceptance of the concept that American Indian participation is essential to interpreting these ancient places.
The Newark Earthworks Center Self-Study:

The following Newark Earthworks Center Self Study provides the documentation and assessment of the center’s activities from 2009 to the present. The center’s activities are presented in time periods to designate when they became distinctly different from the previous time period, due to a budget crisis. In 2008, the Committee on Academic Affairs and the University Research Committee requested an update, called a “mini-review” by the former director or [Appendix A4 ii, p. 131]. Therefore, the current self-study begins in 2009 [Appendix A4 iii, p. 144]

AY2009-2015: In this time period the NEC reached several benchmarks for research, outreach to American Indian governments and the regional American Indian communities, and increased participation in both American Indian Studies, and the World Heritage nomination. While the focus on public education continued, NEC staff and faculty associates began participating in scholarly activities, organized a research symposium, gave presentations at conferences, and published papers related to the Hopewell Ceremonial Earthworks and Removed Tribes. The NEC began the first university outreach program in Ohio to establish relationships with American Indian governments who had been removed from Ohio in the 19th century, and became a key contributor to the World Heritage nomination process.

AY2015-2018: In this time period the NEC’s activities are defined by a funding crisis and the current review. Although this was a period of reduced funding and activities in context of the budget crisis, the Center continued to meet ongoing commitments to projects, and accepted some invitations to participate in new projects. At some points in the document, we refer to “pre-2015” to refer to the years when the Center was operational before the budget crisis.
Mission


Native American Achievements from Ancient Times to Present:

Listening. Learning. Teaching.

Inspired by the Newark Earthworks, built 2000 years ago as a place of reverence, gathering, trade and learning, the Newark Earthworks Center fosters inquiry into Native American Indian achievements, centering on the Newark Earthworks. We value oral, written, artistic, and archaeological sources of knowledge. The Center is dedicated to recovering and preserving this knowledge and to creating an open forum for dialog and action.

The Faculty Oversight Committee and the Newark Earthworks Center staff drafted the original mission statement in early 2007 after the Ohio State University Board of Trustees formally established Newark Earthworks Center in December 2006.

In addition to the mission statement, the proposal listed four objectives to direct the NEC’s activities:

1) Multidisciplinary research
2) Undergraduate educational enrichment
3) Teacher training and support
4) Outreach

2. Proposal Establishing the Center

In 2006, the NEC’s staff submitted “A Proposal to Establish the Newark Earthworks Center” to the Council for Academic Affairs and the Research and Graduate Council in August [Appendix A2, p. 7].
3. Annual Reports
The NEC submitted annual reports during the years 2008 through 2011, 2016, and 2017. Annual reports for some years are missing [Appendix A3, pp. 44 – 129].

4. Other Relevant Documents or Materials
The documents included in this section and included in the Appendix provide a description of selected activities by the Newark Earthworks Center and the OSU-Newark Regional Campus.

Social Media Outlets for the NEC, 2013 – Present

- Website: http://newark.osu.edu/initiatives/newark-earthworks-center.html
- Facebook: https://www.facebook.com/newark.earthworks
- Blog: https://newarkearthworkscenter.blogspot.com/
- Cultural Crossroads: The Newark Earthworks and American Indian Initiatives Wiki
  https://sites.google.com/site/ohioculturalcrossroads/

2009 – 2015

- Executive Summary of the NEC
  The center developed a summary of the NEC’s goals and distributed them during public events and to the NEC’s visitors and guests, including Columbus faculty, staff and students, visiting faculty, community scholars and groups, tribal government representatives, artists and authors, etc. [Appendix A4 i, p. 130]

  The Office of Academic Affairs requested information and an update on the center’s activities. Dr. Richard Shiels, Director, provided this document. See [Appendix A4 ii, p. 131].
• **2018 Email from Celia Wills pertaining to years under review**
  [Appendix A4 iii, p. 144]

• **OSU Newark’s Strategic Plan, 2009 – 2013**
  The NEC served to enhance the campus’ outreach and engagement goals, and was included in the OSU-Newark Strategic Plans until 2013 [Appendix A4 iv, p. 146]

• **Graphic from Dean/Director William MacDonald’s representation during strategic planning**
  Description: The NEC received funding from the National Endowment for the Humanities in 2011, contributing to the overall total for the campus. The Dean’s office created this graphic to demonstrate the faculty research and NEC’s contributions to the campus research mission. [Appendix A4 v, p. 158]

• **2011 – 2012 DISCO Program Annual Report**
  [Appendix A4 vi, p. 159]

• **2013 – 2014 DISCO Program Annual Report**
  [Appendix A4 vii, p. 162]

• **2014 – 2015 DISCO Program Annual Report**
  [Appendix A4 viii, p. 169]

**2015 – 2018**

• **American Indian Studies Newsletter, Spring 2015**
  [Appendix A4 ix, p. 171]
• **2015 “NEC Retrospective”**

This document was created for meetings with the Office of Academic Affairs, Deans, Vice Provosts, and Department Chairs during 2015-2017. It was developed by the center staff in 2015. [Appendix A4 x, p. 174]

• **Report of the American Indian Studies Committee on the AIS Program and Member Activity, Spring 2016**

[Appendix A4 xi, p. 182]

• **March 10, 2016 NEC Transition Summary**

[Appendix A4 xii, p. 189]

• **June 1, 2016 NEC Update Report**

[Appendix A4 xiii, p. 196]

• **February 17, 2017 Letter to President Michael Drake & Provost Bruce McPherson Requesting a Meeting regarding Climate for American Indians on Columbus**

[Appendix A4 xiv, p. 204]

• **OSU Newark Strategic Plan, 2018 – 2023**

The NEC served to enhance the campus’ outreach and engagement goals, and was included in the OSU-Newark Strategic Plans 2009 - 2013. The NEC is included in the current Strategic Plan 2018-2023 [Appendix A4 xv, p. 207]
5. Description or list of all center activities, events, initiatives, etc., that have contributed to fulfilling the mission and objectives of the center. If current activities of the center differ from those originally envisaged or articulated in the mission statement, explain this evolution.

(See Appendix A5 for all Newark Earthworks Center’s activities, events, initiatives, etc. 2008-2015 & 2015-2018, pp. 223 - 254)

The Newark Earthworks Center’s mission focused on the Hopewell Ceremonial Earthworks as evidence of American Indian accomplishments and has served the NEC and OSU well. The mission encouraged interdisciplinary research and increasing public awareness about the significance of Ohio’s cultural heritage. This goal was successful and exceeded expectations.

The mission continues to be relevant through the changes characterizing the scope of the center’s mission in American Indian Studies, tribal-university relations, and the Ohio World Heritage nomination:

- American Indian Studies (AIS) is no longer “emergent” but a field of academic study with departments, conferences and journals, and OSU and the NEC participated through academic activities. In addition, nationwide in AIS and in global Indigenous Studies, the area has diversified to include Law, Science, Social Work, Education and Public Policy.

- World Heritage recognition for Ohio’s earthworks is one step closer to becoming a reality, and the NEC continues to be a key member of this initiative. As this report is being prepared, the Federal Register distributed a draft of the next edition of the US Department of Interior’s announcement to accept the Hopewell Ceremonial Earthworks draft nomination in preparation for submission to the UNESCO World Heritage Committee. See the UNESCO US World Heritage Tentative List [Appendix E i, p. 315].

- Since the NEC hosted a visiting delegation of the Eastern Shawnee Tribe of Oklahoma in 2007, many American Indian tribal governments travel frequently to Ohio, establishing relationships participating in events and projects with OSU faculty, other regional universities and historical societies.
<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008</td>
<td>Newark Earthworks Day: &quot;Newark among the Wonders of the Ancient World: Newark &amp; Teotihuacán&quot; OSU-Newark.</td>
<td></td>
</tr>
<tr>
<td>2008</td>
<td>Octagon Moonrise website created.</td>
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<tr>
<td>2008</td>
<td>Faculty Senate Diversity Committee testimony: “The American Indian Student Environment at The Ohio State University” M. Chaatsmith.</td>
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<tr>
<td>2008</td>
<td>Ohio Native American Archive, NEC/ Warner Library OSU-N established.</td>
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<tr>
<td>2009</td>
<td>Newark Earthworks Day: &quot;A Place of Pilgrimage” OSU-Newark.</td>
<td></td>
</tr>
<tr>
<td>2009</td>
<td>Newark Earthworks Day 7-Day Walk: “Walk with the Ancients,” Chillicothe to Newark, OH.</td>
<td></td>
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<tr>
<td>2009</td>
<td>Exhibition: “Pilgrimage through the Centuries,” LeFevre Gallery, OSU-N.</td>
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<tr>
<td>2010</td>
<td>Course: “Earthworks Pilgrimage,” Arts &amp; Sciences 294, OSU-N.</td>
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</tr>
<tr>
<td>2010</td>
<td>Tribal Outreach Project established.</td>
<td></td>
</tr>
<tr>
<td>2010</td>
<td>&quot;Ancient Ohio Trail&quot; Website &amp; Heritage Tourism Project funded by the National Endowment for the Humanities, $400,000.</td>
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<tr>
<td>2011</td>
<td>UNESCO World Heritage: the NEC documented letters of support for the Hopewell Ceremonial Earthworks from tribal governments, universities, and local stakeholders.</td>
<td></td>
</tr>
<tr>
<td>2011</td>
<td>Tribal Outreach Meeting in Miami, Oklahoma with tribal officials from Miami Nation and Eastern Shawnee Tribe of Oklahoma.</td>
<td></td>
</tr>
<tr>
<td>2011</td>
<td>Ancient Ohio Trail Research Meeting: Newark Earthworks Center, CERHAS of Cincinnati University, and Myaamia Center, Miami Nation and University of Miami. Discussed interview protocols and traditional storytelling.</td>
<td></td>
</tr>
<tr>
<td>2011</td>
<td>World Heritage: Key Stakeholders Nomination Workshop.</td>
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<tr>
<td>2012</td>
<td>Tribal Outreach Project: meeting with the Miami Tribe of Oklahoma.</td>
<td></td>
</tr>
</tbody>
</table>
### 2008-2015 Selected List of NEC Activities, Events, or Initiatives

<table>
<thead>
<tr>
<th>Year</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>Consultation meeting with Carol Welsh [Sisseton-Wahpeton Oyate] and Mark Welsh [Dakota heritage] regarding the partnership between the NEC and Native American Indian Center of Central Ohio (NAICCO).</td>
</tr>
<tr>
<td>2012</td>
<td>Reception to Welcome Dr. John Low [Pokagon Band of Potawatomi] Assistant Professor of Comparative Studies) to the Ohio State University at Newark.</td>
</tr>
<tr>
<td>2012</td>
<td>Cultural Heritage Tour to Newark, Ohio led by Chief Glenna Wallace [Eastern Shawnee Tribe of Oklahoma] and Eastern Shawnee Tribe Youth</td>
</tr>
<tr>
<td>2012</td>
<td>Ancient Ohio Trail Newark Earthworks Walk led by Mark Welsh [Dakota heritage] of NAICCO.</td>
</tr>
<tr>
<td>2012</td>
<td>Ancient Ohio Day Camps.</td>
</tr>
<tr>
<td>2013</td>
<td>The Newark Earthworks Center's blog was established</td>
</tr>
<tr>
<td>2013</td>
<td>Earthworks Lecture Series, seven interdisciplinary lectures, OSU-Newark.</td>
</tr>
<tr>
<td>2013</td>
<td>“Six Contemporary AI Artists’ Responses to Ohio Earthworks,” University of College of Arts &amp; Humanities Grant, OSU, Chad Allen (English), PI. $30,000</td>
</tr>
<tr>
<td>2013</td>
<td>Wyandotte Nation of Oklahoma Tribal Visit, Baker House Luncheon &amp; Heritage Tour</td>
</tr>
<tr>
<td>2013</td>
<td>Ancient Ohio Trail Site Manager's Meeting</td>
</tr>
<tr>
<td>2013</td>
<td>Ancient Ohio Day Camps.</td>
</tr>
<tr>
<td>2013</td>
<td>Hopewell Ceremonial Earthworks Authenticity &amp; Integrity World Heritage Conference and Expert’s Meeting.</td>
</tr>
<tr>
<td>2013-2014</td>
<td>“A Search for Eastern Shawnee History” Project, M. Chaatsmith participated as Consultant for the Cultural Preservation Plan</td>
</tr>
<tr>
<td>2014</td>
<td>'Post-Cahokia in the “Midwest”’ presented by Dr. John Low [Pokagon Band of Potawatomi] Assistant Professor of Comparative Studies, Faculty Advisor of the American Indian Studies Organization at The Ohio State University) with Ph.D. candidate Cheryl Cash [Choctaw Nation of Oklahoma/Cherokee] (Lecturer of Comparative Studies at the Ohio State University) at a NEC Baker House Luncheon.</td>
</tr>
<tr>
<td>2014</td>
<td>Ancient Ohio Trail Interpreter’s Meeting.</td>
</tr>
<tr>
<td>2014</td>
<td>NEC’s School Tours Meeting: Megan Cromwell (NEC contract worker, former student employee, OSU-N alumna) and Jennifer Spiegel (NEC student employee) presented research and recommendations to improve student education, tour narratives, and children's activities.</td>
</tr>
<tr>
<td>Year</td>
<td>Event</td>
</tr>
<tr>
<td>--------------</td>
<td>----------------------------------------------------------------------</td>
</tr>
<tr>
<td><strong>2008-2015</strong></td>
<td><strong>Selected List of NEC Activities, Events, or Initiatives</strong></td>
</tr>
<tr>
<td>2014</td>
<td>National Park Service management plan review, Hopewell Culture National Historical Park, M Chaatsmith invited to participate.</td>
</tr>
<tr>
<td>2014</td>
<td>Eastern Shawnee Tribe of Oklahoma Annual History Summit, M Chaatsmith presentation &quot;Ancient Landscapes: Shawnee Stewardship in pre-Removal Ohio&quot;, Wyandotte, OK.</td>
</tr>
<tr>
<td>2014</td>
<td>Ohio History Connection Serpent Mound management plan review. NEC leadership invited to participate.</td>
</tr>
<tr>
<td>2014</td>
<td>Ohio History Connection American Indian Week for the State of Ohio. NEC invited to participate in planning.</td>
</tr>
<tr>
<td>2014</td>
<td>Ancient Ohio Day Camps.</td>
</tr>
<tr>
<td><strong>2015-2018</strong></td>
<td><strong>Selected List of NEC Activities, Events, or Initiatives</strong></td>
</tr>
<tr>
<td>2015</td>
<td>Consultation with National Park Service’s American Indian Program Manager Deanna Beacham [Weapemeoc] (former American Indian Specialist of the Virginia Governor’s office)</td>
</tr>
<tr>
<td>2015</td>
<td>“Indigenous Voice Lecture Series” as part of Arts and Sciences 1102H taught by former NEC director Dick Shiels.</td>
</tr>
<tr>
<td>2015</td>
<td>Fort Ancient State Memorial management plan review, NEC Leadership invited to participate. National Park Service and Ohio History Connection.</td>
</tr>
<tr>
<td>2015</td>
<td>August. OAA Associate Provosts Randy Smith and Jennifer Cowley meet with Dean/Director MacDonald, and NEC Leadership.</td>
</tr>
<tr>
<td>2015</td>
<td>Eastern Shawnee Tribe consultation about their grant proposal for Administration for Native Americans (ANA). M. Chaatsmith, consultant.</td>
</tr>
<tr>
<td>2015</td>
<td>Inaugural Eastern Shawnee Tribe Annual History Summit; M. Chaatsmith, consultant and presenter. Wyandotte, OK.</td>
</tr>
<tr>
<td>2015</td>
<td>Meeting about the NEC: Peter Hahn (History) Divisional Dean of Arts and Humanities; NEC staff, NEC FOC members Lucy Murphy, John Low, former director Dick Shiels, and AIS Coordinator Christine Ballengee-Morris [Eastern Band of Cherokee] Arts Administration, Education and Policy &amp; American Indian Studies Coordinator.</td>
</tr>
<tr>
<td>2015</td>
<td>November Meeting with Matt Kelly, Director of Development, OSU-Newark to consult about fundraising and endowments.</td>
</tr>
<tr>
<td>Year</td>
<td>Activity Description</td>
</tr>
<tr>
<td>------</td>
<td>----------------------</td>
</tr>
<tr>
<td>2015</td>
<td>Meetings about American Indian Participation in UNESCO World Heritage with National Congress of American Indians Legislative Associate Brian Howard [Akimel O‘odham], National Congress of American Indians Policy and Legislative Director Denise Desiderio, Director of the National Congress of American Indians Dr. Ian Record and Alex Wesaw [Pokagon Band of Potawatomi].</td>
</tr>
<tr>
<td>2015</td>
<td>OSU Multicultural Center Native American Heritage Month program theme: “Year of the Earthworks” and invited NEC to participate during the year.</td>
</tr>
<tr>
<td>2015</td>
<td>Invited to attend the official Opening of &quot;Indigenous Beauty: Masterworks of American Indian Art from the Diker Collection&quot; Toledo Art Institute, Ohio.</td>
</tr>
<tr>
<td>2016</td>
<td>Publication of the NEC's book <em>The Newark Earthworks and World Heritage: One Site, Many Contexts</em> by University of Virginia Press;</td>
</tr>
<tr>
<td>2016</td>
<td>NEC Leadership invited to consult on the Newark Earthworks Interpretive Plan in preparation for the World Heritage nomination.</td>
</tr>
<tr>
<td>2016</td>
<td>Creation of the wiki/website of <em>American Indian Participation in World Heritage</em>.</td>
</tr>
<tr>
<td>2016</td>
<td>Invited and attended the Hopeton Grand Opening and Trail Dedication hosted by the National Park Service.</td>
</tr>
<tr>
<td>2016</td>
<td>Consultation with Jill Ahlberg Yohe-Assistant Curator of Native American Art at the Minneapolis Institute of Art about female American Indian artists who specialized in Ohio Valley indigenous art styles.</td>
</tr>
<tr>
<td>2016</td>
<td>Eastern Shawnee Tribe of Oklahoma Annual History Summit, M Chaatsmith invited to participate.</td>
</tr>
<tr>
<td>2016</td>
<td>WOSU Preserving American Indian Culture with Ann Fisher interview</td>
</tr>
<tr>
<td>2016</td>
<td>Scenic Ohio Award presented to the NEC for accomplishments relating to the preservation of Ohio's World Heritage nominated sites.</td>
</tr>
<tr>
<td>2016</td>
<td>American Indian Week Panel</td>
</tr>
<tr>
<td>2016</td>
<td>Consultation with America Meredith [Cherokee Nation] [Publishing Editor of the First Nations Art Magazine, Director of Ahalenia Studios, Associate Publisher at Noksi Press, Board Member of the Cherokee Arts and Humanities Council] about American Indian-First Nations artists, graphic designers, and marketing firms for World Heritage Dossier and NEC projects.</td>
</tr>
<tr>
<td>2017</td>
<td>Acknowledgement to Senator Hottinger and Ohio Senate President Larry Obhof for their Letter of Congratulations and offer of support for World Heritage after the 2016 Scenic Ohio Award</td>
</tr>
<tr>
<td>2017</td>
<td>Newark Earthworks Interpretive Planning meetings, World Heritage Ohio &amp; Ohio History Connection.</td>
</tr>
<tr>
<td>2017</td>
<td>OSU National Conference on Diversity, Race, &amp; Learning Break Out Session, invited speaker, M Chaatsmith.</td>
</tr>
<tr>
<td>2017</td>
<td>&quot;Key Leaders in Licking County and World Heritage&quot; - Hopewell Ceremonial Earthworks site visits. World Heritage Ohio &amp; Ohio History Connection. M Chaatsmith presenter.</td>
</tr>
</tbody>
</table>
### 2015-2018 Selected List of NEC Activities, Events, or Initiatives

<table>
<thead>
<tr>
<th>Year</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>Holder-Wright Park Visitor’s Center planning meetings, City of Dublin (OH) Parks. NEC, M Chaat Smith invited to consult on Indigenous perspectives about earthworks.</td>
</tr>
</tbody>
</table>

### B. Faculty and Student Involvement and Contribution

1. **B. Faculty and Student Involvement and Contribution**

1. **Current Faculty**

   **List of Faculty Oversight Committee**
   - Christine Ballengee-Morris, Professor of Arts Administration, Education and Policy and Director of the Barnett Center for Integrated Arts and Enterprise’s Folklorist Conference, [Eastern Band of Cherokee of Indians]
   - Robert Cook, Associate Professor of Anthropology at the Ohio State University at Newark
   - John Low, Associate Professor of Comparative Studies, Tribal Representative of the Pokagon Band of Potawatomi, [Pokagon Band of Potawatomi]
   - Ken Madsen, Associate Professor of Geography at the Ohio State University at Newark
   - Lucy Murphy, Professor of History at The Ohio State University
   - Christine Warner, Associate Professor of Education, The Ohio State University

   **List of Current Faculty & Staff Affiliates or Associates**
   - Jules Angel, Lecturer of Anthropology, The Ohio State University
   - Cheryl Cash, Lecturer of Comparative Studies, The Ohio State University
   - Virginia Cope, Associate Dean of Access, Outreach, Education Abroad and Honors, Associate Professor of English, The Ohio State University
   - John Crissinger, Reference, Archives, and Special Collections Librarian at the Ohio State University at Newark and Central Ohio Technical College
   - Alcira Dueñas, Associate Professor of History at the Ohio State University
   - John Hancock, Emeritus Professor of Architecture and Director, Center for the Electronic Reconstruction of Historic and Archaeological Sites (CERHAS), University of Cincinnati
• Niles Johnson, Assistant Professor of Mathematics at The Ohio State University
• Melissa Beard Jacob, Intercultural Specialist-American Indian/Indigenous Student Initiatives at The Ohio State University, [Sault Ste. Marie Tribe of Chippewa Indians]
• Bradley Lepper, Lecturer of Anthropology, The Ohio State University, Curator of Archaeology, Ohio History Connection
• Michael Mangus, Senior Lecturer of History, The Ohio State University, Historical Editor of Ohio Civil War Central
• Alan Price, Associate Professor of Design, The Ohio State University
• Daniel Rivers, Associate Professor of History, Coordinator of American Indian Studies, The Ohio State University, [Choctaw Nation of Oklahoma]
• Michael Stamatikos, Visiting Assistant Professor of Physics, Director, Center for Cosmology and Astro-Particle Physics (CCAPP), The Ohio State University,
• Chris Strasbaugh, Digital Resource Archivist and Curator, Knowlton School of Architecture, The Ohio State University
• Anna Willow, Associate Professor of Anthropology, The Ohio State University
• Elizabeth Weiser, Professor of English, Co-Coordinator of the Newark Minor in Professional Writing, Director of English Capstone Community Internships, The Ohio State University

List of Affiliated Faculty: Members of the American Indian Studies (AIS) Advisory Committee at Ohio State University

• Matthew Anderson, Assistant Professor, Department of Microbiology, Arts & Sciences
• Alcira Dueñas, Associate Professor of History, OSU-Newark
• Madison Eagle, Intern-Senior Supportive Services at Clintonville-Beechwold Community Resources Center,
• Melissa Jacobs, Inter-Cultural Specialist, Multicultural Center, [Sault Ste. Marie Tribe of Chippewa Indians]
• John Low, Assistant Professor of Comparative Studies, Tribal Representative of the Pokagon Band of Potawatomi, [Pokagon Band of Potawatomi]
• Shannon Gonzales-Miller, Director of the Scholars Program, Office of Diversity and Inclusion, [Ute descendant]
• Christine Ballengee-Morris, Director of the Barnett Center for Integrated Arts and Enterprise, Professor of Arts Administration, Education and Policy [Eastern Band of Cherokee Indians]
• Lucy Murphy, Professor of History at Ohio State University - Newark
• Tim San Pedro, Associate Professor, Education & Human Ecology
• Daniel Rivers, Associate Professor of History, Program Coordinator of American Indian Studies, [Choctaw Nation of Oklahoma]
• Elissa Washuta, Assistant Professor of English, [Cowlitz Indian Tribe]
• Alex Wesaw, Doctoral Candidate, City and Regional Planning, Council of Graduate Students at The Ohio State University President, Pokegnek Councilmember, [Pokagon Band of Potawatomi]

2. Past Faculty and Graduate Student Affiliates or Associates

• Chadwick Allen, Professor, Associate Vice Provost for Faculty Advancement and a Russell F. Stark University Professor of English, University of Washington, [Chickasaw Heritage]
• Katherine Borland, Associate Professor of Comparative Studies, Director of the Center for Folklore Studies, The Ohio State University
• Sandra Garner, Associate Professor, Miami University, former doctoral candidate, Comparative Studies, Ohio State University
• Lindsay Jones, Emeritus Professor of Comparative Studies, former Director of the Ohio State Center for the Study of Religion at Ohio State University
• Richard Shiels, former Director of the Newark Earthworks Center, Associate Professor Emeritus of History at Ohio State University at Newark

3. List all faculty publications, lectures, grants, or other activities related to their work with the center, focusing on those that contribute most centrally to the mission of the center

(See Appendix B3, pp. 255 - 294 for Faculty publications, lectures, grants, or other activities related to their work with the center 2008-2014 & 2015-2018, p260). Faculty contributions are in the table “Selected List of NEC Activities, Events, and Initiatives” in

4. List all student publications, lectures, grants, or other activities related to their work with the center

Contributions of Graduate Students:

The Newark Campus has fewer than ten graduate students enrolled in the Master’s programs. Graduate assistantships are rare, unless the faculty have external funding. The campus’ mission is: “Our mission is to provide affordable, open access to The Ohio State University for all Ohioans.” The regional campus provides open access, emphasizes teaching, and the student population consists predominantly of
undergraduates. See email from Dean/Director MacDonald 5/10/2018 [Appendix xvii, p. 221].

Since 2009, the NEC has not employed graduate students in any capacity, and prior to that, one graduate student was employed as a consultant to work on various projects. Several graduate students worked on temporary assignment, when their home departments did not have a position for them. See the OSU Newark Strategic Plan, 2018-2023, “The OSU Newark Profile” [Appendix A4 xv, p. 207 and Appendix A4, xvii, p. 220].

Contributions of Undergraduate Students

- Undergraduate student contributions are included in “Newark Earthworks Center, 2008-Early 2015” [Appendix A5, p. 223 - 254] if due to their employment and/or participation at the center.
- Undergraduate Student contributions were included in Affiliated Faculty & Students [Appendix B3, pp. 255 - 294] if related to faculty involvement.

The following is a list of NEC undergraduate activities, 2009 - 2018:

- Nick Franga, NEC student employee – researched & managed an Indigenous garden, photography & video
- Jennifer Spiegel, NEC student employee – researched “mother mounds”, new activities for open house events and school tours.
- Michael Smith, NEC student employee – researched non-profit business plans and foundation funding
- Anthony Cavallero, NEC student employee - researched connections between Engineering, Astronomy and the Newark Earthworks & identified grants
• Megan Cromwell, NEC student and consultant – created the NEC blog as a student
• NEC student employees who published blog posts on the NEC blog.
  • Megan Cromwell
  • Henok Ghebremedhin
  • Nic Huang
  • Michael Smith
  • Jennifer Spiegel
  • Timm Whissen

C. Administrative Structure and Responsibilities

Responsibilities and activities of all administrative staff, indicating their contributions to the mission of the center and its objectives.

The Faculty Director

The faculty director works closely with the Dean/Director of the Newark campus, the associate director, and the Faculty Oversight Committee to determine directions and activities that are in alignment with the Newark campus strategic plan and the university’s academic plan, prioritize on-going projects, and to develop focus areas for advancing research. The director should be familiar with American Indian Studies, Ohio’s Indigenous history, and contemporary American Indian governments.

The director will have achieved national recognition in one or more of the areas related to American Indian studies, as well as a working knowledge of American Indian studies and the pre-contact history of North America. The director is primarily responsible for carrying out the center’s mission, and ensuring sustainable funding. The director is responsible for providing leadership to the staff and students working for the center through constructive communications and interactions with OSU administration and all constituents of the Center, and to be an effective spokesperson for the Center. The director consults regularly with the faculty oversight committee, and appoints its
members. The director is responsible for overall center operations and fiscal accountability. The director is appointed by the OSU-Newark Dean.

The Associate Director

The associate director works closely with the faculty director to carry out the mission and objectives of the NEC. The associate director provides guidance and support to the NEC team about essential topics, projects, resources, and connections with various campus and stakeholder communities. The associate director meets regularly with the staff and stakeholders, conducts original analyses, contributes to research proposals, attends meetings and conferences, and represents the NEC when requested. The associate director works closely with the office staff to delegate responsibilities and enhance staff performance and professional development in order to maintain an organized office environment.

Support staff

The office associate provides a broad range of basic to complex administrative support services, and assists the NEC team with coordination of research projects and activities. With the associate director, the office staff member may manage NEC documents and data, participate in pre- and post- grant and/or contract activities. The office staff provides primary support for all NEC fiscal, procurement, and travel functions. The office associate assists in supervising student employees.

Oversight committee, indicating their contributions to the mission of the center and its objectives:

After the Center approval in 2006, the director named members to the Faculty Oversight Committee. An Executive Committee, included in the original Center proposal, was found to be unwieldy and duplicative in practice with the FOC, so it was disbanded, and planning took place with the FOC. As needed, planning committees were convened for projects and events to share available resources, develop agendas, create documents, and for marketing.
Each of the FOC faculty members agreed to participate in the NEC based on their areas of expertise and strong interest in the Indigenous history of Ohio. Most of the FOC members were directly involved with developing the original proposal for the NEC, and participated in the first Newark Earthworks Day (2005) and the CIC American Indian Studies Conference (2005) prior to the center’s establishment. They continue to support the NEC’s mission and objectives by representing the Center in World Heritage activities, Octagon Earthworks Open Houses, American Indian Studies programs, and so on. Their contributions are documented in the List of Affiliated Faculty and Student Publications, Lectures, Grants, and Other Activities [Appendix B3, pp. 255 - 294].

During 2009 – 2015 the Center’s director met regularly with the Faculty Oversight Committee to communicate the current programs and plans for events, and to solicit their reactions and suggestions. FOC members participated in the programs and grant projects of the Center. The director also attended the Newark campus Faculty Assembly meetings to provide updates on the Center’s activities.

During 2015 - 2018, the FOC met with the Interim Director and the Dean/Director several times to discuss the funding crisis and the OAA’s four conditions to remain a university center. The FOC demonstrated support for the Center by writing a letter signed by most of the Newark Campus faculty, meeting with the Dean/Director to express support, and providing suggestions about funding and projects for the future.
Description of administrative structure and pattern of administration

Pre-2015 Administrative Structure:

Once the center was established, the administrative structure of the NEC consisted of:

- Faculty director (compensated through a two course release and summer salary and benefits)
- Coordinator (1.0 FTE staff position)
- Office assistant (0.5 FTE staff position)

The faculty director reported to the Newark campus Dean/Director. The staff reported to the faculty director.

In 2011, the coordinator position was re-titled to be “associate director.” During FY11, FY12, and FY13, the office assistant position was temporarily increased to 0.75 FTE position and funded through the Ancient Ohio Trail grant from the National Endowment for the Humanities.

2015-2018 Administrative Structure

In July 2015, in the wake of the budget crisis, the faculty director, an emeritus associate professor, retired and the associate director was promoted to interim director. The current administrative structure consists of:

- Interim director (1.0 FTE staff position)
- Office assistant (1.0 FTE staff position)

The Interim director reports to the Dean/Director of the Newark campus. The office assistant reports to the Interim director. See organizational chart for 2015-2019, below.

2018 – 2019 Administrative Structure

In FY2018 - 2019, the administrative structure will not change. The office assistant position will be reclassified to “office associate” [Appendix C, pp. 295 - 297].
Newark Earthworks Center

OSU-N Dean/Director

NEC Interim Director

NEC Office Associate

Student Employees/Volunteers

Faculty Oversight Committee
2019 - 2020 and Forward Administrative Structure

In FY2020, the NEC’s budget provides for a new staffing structure consisting of:

- Faculty director (compensated through a release from two courses during the academic year and summer salary with benefits)
- Associate director (1.0 FTE staff position)
- Office associate (staff position) (0.5 FTE).

The faculty director will report to the Dean/Director. The associate director and the staff position will report to the faculty director [Appendix C i, p. 295].

Directors are appointed by the Dean/Director of the OSU-Newark campus in consultation with the Faculty Oversight Committee.

Newark Earthworks Center
Administrative Structure - Pattern of administration–2019-2020 Forward

```
OSU-N Dean/Director
   ^
   | NEC Faculty Director <-> Faculty Oversight Committee
   ^
   | NEC Associate Director
   ^
   | NEC Office Associate
   ^
   | Student Employees/Volunteers
```
D. Budget


During this fiscal year the Dean/Director allocated funding for two full-time positions, the NEC Interim Director and the NEC Office Assistant. The funding for these positions included both capital and general funds. In addition, there was still supplies and services funding remaining from the capital funds allocation in FY17. The estimated funding for FY18 personnel and supplies and services is as follows:

<table>
<thead>
<tr>
<th>Balance of OSU-N Capital Funds Allocated to NEC in FY17</th>
<th>FY18 OSU-N Capital Funds</th>
<th>FY18 OSU-N General Funds</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Personnel</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interim Director</td>
<td>$ 16,370.73</td>
<td>$ 37,500.00</td>
</tr>
<tr>
<td>Office Assistant</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Benefits</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interim Director</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Office Assistant</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Supplies and Services</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Amount</td>
<td>$ 8,750.00</td>
<td></td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td>$ 25,120.73</td>
<td>$ 37,500.00</td>
</tr>
</tbody>
</table>

For this fiscal year, FY18, the NEC continued to pay a contractor (not an OSU employee) to perform research activities in the emergent area of Indigenous perspectives of Ohio history and the earthworks over time. These payments were made from remaining Ohio History Connection (OHC) contract funds and the NEC’s supplies and services budget.
2. Projected Budget for Next Four Years

On May 3, 2018, William MacDonald, Dean/Director of OSU-Newark, wrote a letter outlining OSU-Newark's financial and staffing plans for the NEC [Appendix C i, p. 295].

The Dean/Director’s letter states that OSU-Newark “intends to keep the current NEC staffing structure in place for the 2018-19 academic year”. Currently the NEC staff consists of a full-time Interim Director and a full-time Office Associate. According to a recent notice from the OSU-Newark HR department, the Office Assistant position will be reclassified to Office Associate sometime during the 2018-19 academic year [Appendix C ii, p. 296]

The Dean/Director’s letter states that the NEC’s staffing structure will change in the fall of 2019. At that time, the NEC’s staff will consist of a faculty director, a full-time associate director, and a part-time support position.

The Dean/Director’s letter also states that the NEC “will be able to rely on an annual gift of approximately $12,500 from the Licking County Foundation.”

In addition to the $12,500 from the Licking County Foundation, the NEC expects to have the following:

- A balance of $4,900 in the Licking County Archeology and Landmarks Society account. These funds are for archeological research in Licking County [Appendix D i, p. 298].
- Development funds in the amount of $2,030
3. Past budget since last review

4. Description of the budgetary context for the center, outlining specific information regarding those expenses charged to the university’s general funds. Externally generated fund produced by the center should be itemized and linked to the functions and services articulated in the mission statement.

The following information applies to both D3 and D4.

**FY09 – FY15**

**General Funds**

During this time period, the Newark Earthworks Center (NEC) received general funds from OSU Newark for personnel and operational costs. The amounts for FY11 through FY15 were as follows:

<table>
<thead>
<tr>
<th></th>
<th>FY11</th>
<th>FY12</th>
<th>FY13</th>
<th>FY14</th>
<th>FY15</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Personnel</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Director</td>
<td>Not NEC general funds</td>
<td>Not NEC general funds</td>
<td>Not NEC general funds</td>
<td>$ 42,052.00</td>
<td>$ 46,780.00</td>
</tr>
<tr>
<td>Associate Director</td>
<td>$ 83,971.00</td>
<td>$ 86,757.00</td>
<td>$ 90,882.00</td>
<td>$ 93,125.00</td>
<td>$ 94,716.00</td>
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<tr>
<td>Office Assistant</td>
<td>$ 20,664.00</td>
<td>$ 23,865.00</td>
<td>$ 24,788.00</td>
<td>$ 17,777.00</td>
<td>$ 17,914.00</td>
</tr>
<tr>
<td>Student Employees</td>
<td>$ 4,949.00</td>
<td>$ 2,455.00</td>
<td>$ 5,291.00</td>
<td>$ 5,727.00</td>
<td>$ 5,278.00</td>
</tr>
<tr>
<td><strong>Supplies &amp; Services</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Beginning Balance</td>
<td>$ 15,250.00</td>
<td>$ 18,050.00</td>
<td>$ 18,050.00</td>
<td>$ 18,050.00</td>
<td>$ 22,050.00</td>
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<tr>
<td><strong>Totals</strong></td>
<td>$ 124,834.00</td>
<td>$ 131,127.00</td>
<td>$ 139,011.00</td>
<td>$ 176,731.00</td>
<td>$ 186,738.00</td>
</tr>
</tbody>
</table>

The NEC director was also a faculty member. During FY11, FY12, and FY13, his position was funded by a source other than NEC general funds. Afterwards the NEC director retired from his faculty position and his position was funded by NEC general funds.

The amounts for the Office Assistant Position was higher in FY11, FY12, and FY13 because it was temporarily increased from a 0.5 FTE position to a 0.75 FTE position. The additional hours were funded by the F&A received as a part of the NEH Ancient Ohio Trail grant.
Other Funding

Between FY11 and FY15, NEC events and projects were funded by external grants, internal grants, development funds, contracts with an organizational partner, and fees for service.

The NEC received the following **external grants**: 

<table>
<thead>
<tr>
<th>Years</th>
<th>Grantor</th>
<th>Purpose or Title</th>
<th>Direct Amount</th>
<th>F&amp;A Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>Ohio Humanities Council</td>
<td>NED 2009</td>
<td>$ 3,000.00</td>
<td></td>
</tr>
<tr>
<td>2009</td>
<td>Ohio Arts Council</td>
<td>NED 2009</td>
<td>$ 1,146.00</td>
<td></td>
</tr>
<tr>
<td>2011</td>
<td>Ohio Humanities Council</td>
<td>Public Lectures on Stonehenge &amp; Ohio Earthworks</td>
<td>$ 1,951.00</td>
<td></td>
</tr>
<tr>
<td>2010 - 2011</td>
<td>Ohio Humanities Council</td>
<td>Public Programs on Earthworks and Pilgrimage</td>
<td>$ 500.00</td>
<td></td>
</tr>
<tr>
<td>2010 - 2014</td>
<td>National Endowment for the Humanities</td>
<td>Ancient Ohio Trial</td>
<td>$ 329,641.97</td>
<td>$ 70,358.03</td>
</tr>
<tr>
<td>2011 - 2012</td>
<td>Battelle Endowment for Technology &amp; Human Affairs</td>
<td>&quot;Exploration of the Geometry &amp; Cosmology of the Newark Octagon Earthworks&quot;, with Alan Price, ACCAD. (Not administered by NEC)</td>
<td>$ 55,000.00</td>
<td></td>
</tr>
<tr>
<td>2011 - 2012</td>
<td>Ohio Humanities Council</td>
<td>Public Lectures along the Ancient Ohio Trail</td>
<td>$ 2,000.00</td>
<td></td>
</tr>
<tr>
<td>2014 - 2015</td>
<td>Licking County Conventions &amp; Visitors Bureau</td>
<td>Ancient Ohio Day Camp, School Tours, &amp; Traveling Photography Exhibit</td>
<td>$ 2,000.00</td>
<td></td>
</tr>
</tbody>
</table>
The NEC received the following **internal grants:**

<table>
<thead>
<tr>
<th>Year</th>
<th>Funding Type</th>
<th>Purpose</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY10</td>
<td>OSU-N Strategic Action Plan</td>
<td>Civic Engagement - Beginning of School Tours program</td>
<td>$5,000.00</td>
</tr>
<tr>
<td>FY11</td>
<td>OSU-N Diversity Course Enhancement Grant</td>
<td>Student Pilgrimage Walk</td>
<td>$2,000.00</td>
</tr>
<tr>
<td>FY11</td>
<td>OSU-N Strategic Action Plan</td>
<td>Earthworks Symposium &amp; Book</td>
<td>$35,556.00</td>
</tr>
<tr>
<td>FY11</td>
<td>OSU-N Strategic Action Plan</td>
<td>Tribal Outreach</td>
<td>$8,540.00</td>
</tr>
<tr>
<td>FY12</td>
<td>OSU-N Domestic Study Tour</td>
<td>Student Pilgrimage Walk</td>
<td>$5,000.00</td>
</tr>
<tr>
<td>FY12</td>
<td>OSU-N Strategic Action Plan</td>
<td>Tribal Outreach</td>
<td>$8,640.00</td>
</tr>
<tr>
<td>FY13</td>
<td>OSU-N Strategic Action Plan</td>
<td>American Indian Leaders</td>
<td>$8,972.00</td>
</tr>
</tbody>
</table>

The tribal outreach proposals and reports are attached as Appendix D ii, pp. 299 – 314).

The NEC received the following **development funds:**

<table>
<thead>
<tr>
<th>Time Period</th>
<th>Source</th>
<th>Purpose</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>Licking County Archeology &amp; Landmarks</td>
<td>Archeological Research in Licking County</td>
<td>$6,900.00</td>
</tr>
<tr>
<td>FY13</td>
<td>Employee of Nationwide with Matching Funds from Nationwide</td>
<td>World Heritage</td>
<td>$5,000.00</td>
</tr>
<tr>
<td>FY14</td>
<td>Employee of Nationwide with Matching Funds from Nationwide</td>
<td>World Heritage</td>
<td>$5,000.00</td>
</tr>
<tr>
<td>FY15</td>
<td>Employee of Nationwide with Matching Funds from Nationwide</td>
<td>World Heritage</td>
<td>$5,000.00</td>
</tr>
<tr>
<td>FY09 &amp; FY10</td>
<td>Multiple Sources</td>
<td>Newark Earthworks Day &amp; WWTA 2009</td>
<td>$7,746.00</td>
</tr>
<tr>
<td>FY09 - FY15</td>
<td>Contributions from NEC Director and Other Faculty</td>
<td>Support NEC Projects &amp; Events</td>
<td>$10,250.00</td>
</tr>
</tbody>
</table>
The Nationwide funds received in FY15 were used to pay a contractor (not an OSU employee) to perform research activities in the emergent area of Indigenous perspectives of Ohio history and the earthworks over time.

The NEC and the Ohio History Connection (OHC) entered into yearly contracts from FY10 through FY15. Pursuant to these contracts, the NEC provided tours of the Newark Earthworks-Great Circle and Flint Ridge State Park to elementary schools and event programing at the Octagon Open Houses. For these services, OHC paid the following to the NEC:

<table>
<thead>
<tr>
<th>Year</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY10</td>
<td>$3,000.00</td>
</tr>
<tr>
<td>FY11</td>
<td>$3,000.00</td>
</tr>
<tr>
<td>FY12</td>
<td>$3,000.00</td>
</tr>
<tr>
<td>FY13</td>
<td>$3,000.00</td>
</tr>
<tr>
<td>FY14</td>
<td>$3,000.00</td>
</tr>
<tr>
<td>FY15</td>
<td>$3,750.00</td>
</tr>
</tbody>
</table>

**Fee for Service:**
Between FY09 and FY15, the NEC charged fees for service for certain events. These fees were:

- **Elementary school tours of Newark Earthworks-Great Circle and Flint Ridge State Park (FY10 – FY15):**
  - $5.00 per child for one tour or $7.00 per child for two tours.
  - These fees paid for tour guide wages and benefits.

- **Student pilgrimage walks (Fall, 2010 & 2011):**
  - $250 per student.
  - The fees paid for meals, transportation, and other expenses.

- **Ancient Ohio day camps (Summer, 2013, 2014, & 2015):**
  - $100 per child for the 6 - 8 year-old day camps
  - $170 per child for the 9 – 14 year-old day camps
**FY 2016 & 2017**

**Personnel and Supplies & Services**

At the beginning of FY16, the Newark regional campus experienced a budget crisis, and the administration eliminated the NEC’s funding, along with funding for faculty support services and extra-curricular programs. These budget cuts were announced in April of 2015. In June of 2015, OSU Provost Joseph Steinmetz agreed to pay $100,000 in FY16 and FY17 to keep the NEC open. Also, in June, the NEC office assistant (0.5 FTE staff position) was laid off. Starting in July, a staff position (0.3 FTE) was established and funded by NEC development funds. In FY16, the NEC’s personnel and supplies & services were funded as follows:

<table>
<thead>
<tr>
<th>Personnel</th>
<th>OSU Columbus/OAA</th>
<th>OSU-N</th>
<th>NEC Development Funds</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interim Director</td>
<td>$ 100,000.00</td>
<td>$ 4,890.00</td>
<td></td>
</tr>
<tr>
<td>Assistant Director</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
</tr>
<tr>
<td>Office Assistant</td>
<td></td>
<td>$ 8,750.00</td>
<td></td>
</tr>
<tr>
<td>Student Employees</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
</tr>
<tr>
<td><strong>Supplies and Services</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Amount</td>
<td>$ -</td>
<td>$ -</td>
<td>$ 2,436.00</td>
</tr>
<tr>
<td>Totals</td>
<td>$ 100,000.00</td>
<td>$ 4,890.00</td>
<td>$ 11,186.00</td>
</tr>
</tbody>
</table>
At the end of FY16, the NEC submitted a strategic action plan request to OSU-N for personnel and supplies and services funding in FY17. The request was approved for an office assistant position (1.0 FTE) and a supplies & services budget of $14,300. In FY17, the NEC’s personnel and supplies & services were funded as follows:

<table>
<thead>
<tr>
<th></th>
<th>OSU Columbus/OAA</th>
<th>OSU-N Capital Funds</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Personnel</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interim Director</td>
<td>$100,000.00</td>
<td>$6,943.00</td>
</tr>
<tr>
<td>Assistant Director</td>
<td>-$</td>
<td>-$</td>
</tr>
<tr>
<td>Office Assistant</td>
<td>$28,573.00</td>
<td>$28,573.00</td>
</tr>
<tr>
<td>Student Employees</td>
<td>-$</td>
<td>-$</td>
</tr>
<tr>
<td><strong>Supplies and Services</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Amount</td>
<td>-$</td>
<td>$14,300.00</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td>$100,000.00</td>
<td>$49,816.00</td>
</tr>
</tbody>
</table>
Other Funds

During FY16, the NEC entered into one final yearly contract with the Ohio History Connection (OHC) for the purpose of providing tours of Newark Earthworks-Great Circle and Flint Ridge State Park to elementary schools and providing event programing during the Octagon Open Houses. During FY16, the NEC and OHC also created a contract regarding World Heritage research and activities in the area of Indigenous perspectives. The NEC used the OHC World Heritage funds to pay a contractor (not an OSU employee) to perform research activities in the emergent area of Indigenous perspectives of Ohio history and the earthworks over time. During FY17, OHC contributed funds to the NEC for future collaborative activities. The NEC received the following amounts from OHC in FY16 and FY17.

<table>
<thead>
<tr>
<th>Year</th>
<th>Source</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY16</td>
<td>School Tours/Octagon Open House Contract</td>
<td>$5,250.00</td>
</tr>
<tr>
<td>FY16</td>
<td>World Heritage</td>
<td>$10,000.00</td>
</tr>
<tr>
<td>FY17</td>
<td>General Collaborative Activities</td>
<td>$2,625.00</td>
</tr>
</tbody>
</table>

During FY16, the NEC also received fees for service from elementary school classes who received tours. The fees were $5.00 per child for one tour or $7.00 per child for two tours. These fees paid for tour guide wages and benefits.
E. Evaluative Criteria and Benchmarks

1. List of evaluative criteria and benchmarks articulated in the original center proposal, identifying and describing the degree to which the center has met (or failed to meet) its slated evaluative criteria and benchmarks.

2009 – 2015

The evaluative criteria for the Center, set in the 2006 NEC Proposal, were four goals derived from the mission statement with suggested measures.

1) Multidisciplinary research
   a. Funded projects
   b. Participation on projects and programs by scholars from different disciplines
   c. Conference attendance and participation
   d. Published articles derived from NEC-associated projects

2) Undergraduate educational enrichment
   a. Student attendance at NEC programs and event evaluations written by students
   b. Students enrolled in classes and their written evaluations
   c. Learning opportunities for students: courses, field trips, projects, events, etc.
   d. Independent studies by faculty associated with NEC and relating to the NEC substantive areas
   e. Student projects and student research experience in NEC projects

3) Teacher training and support
   a. Participation in teacher training projects by NEC faculty
   b. Curriculum development projects
   c. Outreach and education to school superintendents
   d. NEC-developed resource materials used by teachers and school systems

4) Outreach
   a. Response to the NEC’s websites and participation in the website’s projects, such as the invitation to send in statements and images about the Earthworks
   b. Meetings with community partners and potential partners
   c. Projects to engage community outreach
   d. Participation of community members and partners in the NEC programs and projects"
Between 2009 and 2015, the objectives were addressed in annual reports. The Director and the Faculty Oversight Committee met each year, and discussed the goals for the ending year and for the upcoming year. The mission of public education was met each year through to 2015. The annual reports indicated that all objectives had been met as described in Table E1.

Table E1: Newark Earthworks Center Evaluative Criteria Derived from the Original Proposal) Academic Years 2009-2015

<table>
<thead>
<tr>
<th>Academic Years 2009-2015</th>
<th>Multidisciplinary Research</th>
<th>Undergraduate Educational Enrichment</th>
<th>Enhance K-12 Education</th>
<th>Outreach &amp; Engagement</th>
</tr>
</thead>
<tbody>
<tr>
<td>AY 2008 – 2009</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>AY 2009 – 2010</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>AY 2010 – 2011</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>AY 2011 – 2012</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>AY 2012 – 2013</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>AY 2013 – 2014</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>AY 2014 – 2015</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
</tbody>
</table>

Source: NEC Annual Reports and NEC Documentation Draft

The overwhelming support by the faculty demonstrated in the support letter signed by most of the OSU-Newark faculty affirms that the Center’s mission was fulfilled, and the objectives met during 2009-2015.

In 2018-2019 an early activity by the FOC and NEC leadership will be to review the criteria and determine their relevance and effectiveness in the current institutional environment. Going forward, a timetable will be established to assure the evaluation process and production of the annual report occurs before the end of the semester and reflected in the strategic plan.
2. Identify and justify any new evaluative measures and describe the degree to which the center has met these criteria or benchmarks.

OAA Sets Four Conditions for the Newark Earthworks Center

In spring 2015, OSU’s Newark regional campus experienced a budget crisis, and in April the administration eliminated the NEC’s funding, along with funding for faculty support services and extra-curricular programs. In May, the Provost’s Office provided temporary funding for AY2015-2016 and AY2016-2017 so the NEC’s staff could seek a resolution to the budget and administrative crisis.

In August 2015 the Office of Academic Affairs set four conditions for the NEC to meet in order to continue as a university center at OSU [Appendix A4 xiii, p. 196]:

1. Identify and be accepted by an administrative unit on the Columbus campus where the NEC would relocate.
2. Identify sustainable sources of funding.
3. Review the NEC’s mission and objectives and make changes, if necessary, to align more of the center’s activities towards research and scholarship.
4. Develop a strategic plan for the NEC’s future activities in collaboration with the Faculty Oversight Committee and Dean/Director.

In autumn 2015 the Interim Director of the Newark Earthworks Center was joined by the Coordinator of the American Indian Studies (AIS) Minor Program, Christine Ballengee-Morris, Professor and FOC member to explore opportunities on the Columbus campus to meet the OAA’s four conditions. Dr. Morris is based on the Columbus campus, and the NEC’s interim director had been based on the Newark campus since 2004.

Meetings took place with senior administrators to discuss the NEC’s future on the Columbus campus and consider ways in which the NEC and the American Indian Studies program might collaborate to encourage and facilitate research, build on the NEC’s initiatives, expand the AIS minor, and to work with departments and/or colleges in raising awareness to improve the climate for American Indian faculty, staff, and students [For a summary of activities, see “June 1, 2016 NEC Update,” Appendix A4 xiii, p. 196]. During 2015, 2016, and early 2017, the center’s Interim Director provided
regular updates to the NEC’s Faculty Oversight Committee and the OSU-Newark faculty. Several members of the FOC participated in the effort to identify funding and a new administrative home for the NEC, and there was interest, advice, and support from faculty and staff at other centers, colleges, and departments on the Columbus campus. OSU’s President and Provost received letters from the OSU-Newark faculty, academic departments, faculty who had visited the earthworks or participated in the NEC projects, partner organizations, local stakeholders and community members urging them to retain the NEC, and demonstrating strong support for the center’s work [Appendices E iv, p. 321 and E vi, p. 372].

Although this was a period of disruption, it was an opportunity to review the center’s accomplishments, consider future directions, and acknowledge changes in the Center’s institutional and academic environment. Discussions with academic leaders, faculty, students, and staff on the Columbus campus revealed resources, trends, and opportunities that could be useful for the NEC’s future. In turn, the NEC’s successful activities on the regional campus were deemed applicable to the AIS program on the Columbus campus and pointed to collaboration to enhance the sustainability of the Center: course development, curriculum enhancement, increased connections and travel between the Columbus and Newark campuses, and recognition that despite the fact that tribal governments historically from Ohio are located elsewhere, they are active in the region and interested in collaborating with the NEC and Ohio State in scholarship about their Ohio histories and cultural preservation programs.

Two pre-2015 benchmark initiatives of the NEC yielded productive outcomes. First, in 2011, the NEC hosted the World Heritage Symposium, leading to the 2016 publication of *The Newark Earthworks: Enduring Monuments, Contested Meanings*, edited by Lindsay Jones and Richard Shiels, University of Virginia Press. Second, in 2012, the NEC launched the Tribal Outreach Project in collaboration with the Eastern Shawnee Tribe of Oklahoma, which still serves as a model in the region, and made Ohio State’s Newark campus a regional leader in tribal government-university relations and on the cutting edge of community-engaged scholarship in American Indian Studies [Appendix D ii, pp. 299 – 314]. The NEC was invited to participate in the development of

The Interim Director and members of the FOC have continued to carry out the Center’s mission and successfully maintained a campus and public presence to promote the NEC as a viable university center [Appendix A4 xii, p.189; and A5 ii, p. 243]. Since 2015, other area institutions and organizations have built upon the NEC’s initial accomplishments, making it possible for OSU’s faculty and staff to publish and lecture about the Hopewell Ceremonial Earthworks, to develop their own relationships with tribal governments, American Indian organizations and prominent American Indian scholars, and to participate in conferences relating to American Indian Studies on topics related to the original people of the Hopewell Ceremonial Earthworks and their descendants [Appendix B3 ii, p. 281].

Meeting the OAA’s Four Conditions
Condition #1: Identify and be accepted by an administrative unit on the Columbus campus where the NEC would relocate.

In spring 2017 OSU-Newark Regional Campus Dean/Director William MacDonald announced that the campus would provide permanent resources for the NEC to stay on the Newark campus. The Center moved from Baker Hall, off campus, to the Newark campus in December 2017. The NEC will complete a reorganization that began in 2017 in preparation for the move from Baker House to Founder’s Hall.

The OSU-Newark campus Strategic Plan 2018-2023 [Appendix A4 xv, p. 207] includes the NEC as part of the initiatives to expand academic programming through continuing the Center operations and possible repurposing. Addressing the inclusion of the NEC in the OSU-Newark’s Strategic Plan is part of Condition #3.

Goals and outcomes for Condition #1:

- The NEC will complete a reorganization that began in 2017 in preparation for the move from Baker House to Founder’s Hall.
  - The staff will develop a plan and a timeline to review the progress each month, July through March 2019.
Planning will be based on initial indexing and categorizing the NEC’s assets.

Reorganization activities include scanning, consolidating, reorganizing and eliminating assets.

- The staff will consult with the FOC and use information from the strategic planning sessions to determine assets likely to be useful for the future.
- The reorganization will be completed by May 2019.

Condition #2: Identify sustainable sources of funding.

This condition was partially met in spring 2017, when Dean/Director MacDonald allocated permanent funding towards staff positions. In October, he directed funds from an annual endowment through the Licking County Foundation (LCF) for the NEC’s operations budget [Appendix C i., p. 295].

In consultation with the Faculty Oversight Committee and OSU-Newark Advancement office, the Center will develop an external funding plan in 2018-2019 that will include sponsorships for programs, grants for research projects, and individual donations.

Goals and outcomes for Condition #2: Plans for External Funding

The NEC will develop an external funding plan during 2018-2019.

- The NEC and the FOC will meet to determine the purpose of external funding for the NEC.
  - The sessions will focus on array of funding options, proposals, and justification for funding.
  - The initial meeting(s) and information gathering will be completed by November 2018 and a report completed by January 2019.
  - Sessions will be convened with the FOC to develop an external plan for the NEC during January through March 2019.
  - The outcome of these sessions will be documented in the Strategic Plan as a guide to external fundraising in alignment with the Center’s mission and objectives, completed by April 2019.
Condition #3: Review the NEC’s mission and objectives and make changes, if necessary, to direct more of the center’s resources and activities towards research and scholarship.

As part of the review process, it became apparent that there are ample opportunities for research in the ongoing projects of the Center. Throughout the Center’s existence, its activities have led to publications, externally funded projects, the establishment of archives at the Warner Library on the Newark campus, and the development of archival and research materials, currently in the offices of the NEC.

The NEC’s current commitments are:

- Outreach to American Indian governments and American Indian communities to develop collaborative projects. Ongoing since 2010.
- NEC collaborations with American Indian Studies at OSU. Ongoing since 2011.
- Collaboration with Michael Stamatikos, Ph.D., assistant professor, Department of Physics, Department of Astronomy and Center for Cosmology


- Preparing the Center’s contributions to the Octagon Earthworks and Hopeton Earthworks Lunar Standstill Events, 2024-2026. A priority is to develop an audience-friendly & Indigenous explanation of the 18.6-year lunar cycle observed at these two earthworks. Beginning 2019.

**Goals and outcomes for Condition #3: Mission, Objectives and Research:**

In 2018-2019, an early initiative will be to consult with the Faculty Oversight Committee and review the NEC’s original mission and objectives to prioritize research and scholarship.

- The NEC and the FOC will convene sessions to review and update the NEC’s original mission and objectives, taking into account:
  - The changing academic environment.
  - The OAA request to shift priorities towards research activities.
  - Priorities of the OSU-Newark campus.

- The sessions, information gathered as needed, and updates to the mission will be documented in reports and made accessible to the FOC and the Dean/Director.
• The NEC’s leadership will meet to review current commitments and long-term research directions.

• The outcome of these sessions will be shared with the Dean/Director, the OSU-Newark Faculty and possibly other constituencies, such as the AIS Advisory Committee to obtain additional responses.
  o The sessions will be completed and updates to the mission completed by November 2018.
  o The updates to the Center’s mission and goals will be documented in the Strategic Plan by April 2019.

Condition #4: Develop a strategic plan for the NEC’s future activities in collaboration with the Faculty Oversight Committee and Dean/Director.

An early initiative by the NEC team will be to have strategic planning sessions to create a strategic plan for the Center. The NEC leadership will dedicate time to reassess the NEC’s mission and objectives in consideration of the institutional and fiscal support by the Dean/Director of OSU Newark and of the opportunities revealed during AY2015-2018. The plan will communicate the Center’s direction and goals in response to changes in the academic environment since the inception of the center. It will specify the actions needed to make progress and define successful outcomes. The plan will be developed in collaboration with the Faculty Oversight Committee, the Dean/Director.

Goals and outcomes for Condition #4:

• The NEC and the FOC will schedule working sessions from August through March to develop the NEC’s Strategic Plan.
  o Members of the FOC will be invited to suggest agendas and priorities for the session arrangements.
  o To ensure a smooth planning process the early sessions will focus on:
    ▪ The OAA University Center Review process.
    ▪ Review of the process of preparing a strategic plan.
    ▪ The role of the Faculty Oversight Committee and the Dean/Director.
The sessions, the information gathered, and the process utilized will be documented in reports and made accessible to the FOC in print and online.

- The Strategic Plan will be shared with key stakeholders as the sections are in draft form.

- A timeline will be agreed upon with benchmarks to ensure the planning process is completed by April, 2019.
- The strategic plan will be completed by June 1, 2019.

In addition to the conditions set by OAA, the strategic planning sessions may address the following items:

- **Marketing and Public Relations Plan:**
  - It may be useful to meet with the OSU-Newark’s Marketing and Public Relations office to develop a plan to announce the results of the OAA review of the NEC.
  - The NEC leadership may also decide that media training is useful for the Center.

- **Examine the role of graduate students at the NEC:**
  - The Newark campus has few graduate students. However, there are graduate students and doctoral candidates with whom the FOC and NEC can consult about initiatives to encourage participation in the NEC’s activities. The Center will consider programs that can act as a “bridge” between the campuses.

- **Changing the name of the Newark Earthworks Center:**
  - The FOC may discuss the possibility of changing the name of the center to reflect the broader scope of the NEC’s activities.
  - To avoid confusion with the Newark Earthworks when they are named as World Heritage sites, and

- **Formal recognition of NEC’s Associates and Affiliated Faculty.**
- **The implementation of the NEC Strategic Plan will begin in 2019-2020**
## Timeline for 2018-2019

<table>
<thead>
<tr>
<th></th>
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<td><strong>NEC Reorganization</strong></td>
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<td>Inventory &amp; categorize assets</td>
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<td>Develop plan for the reorganization</td>
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<td>Update progress monthly</td>
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<td>Consult with the NEC as needed</td>
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<td>Complete reorganization</td>
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<td>Convene the FOC to gather information about external funding opportunities</td>
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<td>Develop external funding plan with the FOC and Advancement</td>
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<td>Incorporate plan into the Strategic Plan</td>
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<td><strong>NEC Mission &amp; Research</strong></td>
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<td>Convene the FOC to review NEC’s mission and make necessary changes</td>
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<td>Incorporate updates of the mission into the Strategic Plan</td>
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<td>Convene FOC to develop timeline &amp; strategic plan sections</td>
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<td>Review progress for each section of the Strategic Plan in monthly meetings</td>
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<td>Finalize strategic plan</td>
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3. Provide any specific narrative information or data as appropriate and attach as appendices any documentation (letters of commendation, awards, news releases) that demonstrate how the center has met its criteria or benchmarks.

a. Awards 2009-2018

i. 2008 Public History Award for Oral History Project – Outreach and Engagement

ii. 2016 Scenic Ohio Award for management, preservation, and conservation of Ohio’s archaeological sites nominated for World Heritage Inscription.

iii. 2017 Ohio Senate Letter of Commendation for the Scenic Ohio Award.


The Newark Earthworks Center’s Three Major Initiatives

Three initiatives have shaped the NEC’s accomplishments and projects since it was established as a university center: American Indian Studies, the World Heritage nomination, and outreach and engagement with American Indian Governments. Each of them have contributed to the Center’s mission and enriched the understanding of Ohio’s American Indian histories from the Hopewell cultural era of two thousand years ago through to 2018. Each of these initiatives have expanded and continue to offer opportunities for research, service, and teaching.

The Newark Earthworks Center and American Indian Studies:

The NEC began participating in national American Indian Studies conferences in 2005 when the Center was host to the conference, “Native Knowledge Written on the Land” with the Committee for Institutional Cooperation (CIC)-American Indian Studies Consortium held on the OSU-Newark campus. The conference included a viewing of the 2005 Lunar Standstill at the Octagon Earthworks for two hundred American Indian Studies faculty and graduate students from around the country.
The center continues to build a research agenda, bibliographies, document and images libraries around American Indian issues related to the earthworks cultural landscape. The NEC has carried out collaborative research related to American Indian Studies.

- Oral history project, “Discovering the Stories of Native Ohio” (2005-2009)
- The Ancient Ohio Trail website funded by the National Endowment for the Humanities (2010-2012) in collaboration with the University of Cincinnati’s Center for the Electronic Reconstruction of Historical and Archaeological Sites (CERHAS)
- “Contemporary Native Responses to the Earthworks”, a research project documenting American Indian artists’ responses to the Hopewell Ceremonial Earthworks in collaboration with American Indian Studies (2011-2012)

American Indian studies at OSU are situated within the American Indian Studies Minor Program, known as AIS, and coordinates courses, student enrollment and advising. In addition to faculty members at OSU who identify as American Indian (approximately nine), OSU faculty have included AIS content in their courses and published research related to American Indian Studies. AIS works closely with American Indian students active in the Multicultural Center, who regularly tour the Hopewell Ceremonial Earthworks. The Diversity and Identity Studies Collective at OSU (DISCO) recognized 2016-2017 as the “Year of the Earthworks”.

The NEC and the AIS program have worked together to broaden the scope of AIS and to apply NEC’s research approach in seeking out multidisciplinary, STEAM and external partner projects. Involvement in World Heritage incorporates global studies, social science, legal, public policy and environmental issues. In addition, American Indian initiatives are already being implemented in the Colleges of Engineering and Arts...
and Sciences, signifying that innovative programs are possible and that the NEC can act as a “bridge” to connect these disparate programmatic initiatives across campuses. These considerations support the mission and sustainability of the NEC.

World Heritage in Ohio: Near-Term Opportunity

The Newark Earthworks Center’s leadership in World Heritage Ohio guarantees that the Ohio State University community can be active participants in the three-to-five years leading up to World Heritage designation [Appendix, E ii, p. 318], and in the extensive activities to prepare the three major sites in Ohio post-designation that will be carried out by local, state, and federal agencies. OSU’s involvement should have support from senior leadership, and be coordinated throughout campus. Opportunities for faculty involvement will increase; World Heritage experts in the United States and abroad hold faculty positions and publish their World Heritage research.

The Newark Earthworks Center is contributing to the section of the dossier for the United Nations Educational, Scientific, and Cultural Organization (UNESCO) World Heritage nomination by documenting the cultural significance of the sites for American Indian communities. Since 2007, the NEC has represented OSU on this committee with the two agencies and property owners leading the endeavor: the National Park Service at Hopewell Culture National Historical Park and the Ohio History Connection.

The Newark Earthworks Center was inspired by the Newark Earthworks, built two-thousand years ago by the ancestors of contemporary American Indians in the Ohio Valley. The brilliant cultures that produced the Hopewell Ceremonial Earthworks, consisting of three major sites that include eleven earthen enclosures in Ohio, were the culmination of traditional indigenous knowledge attained throughout the ages in Eastern North America. The Indigenous Hopewell culture imagined, planned, and built earthworks exemplifying “outstanding universal value” and are unique due to their enormous scale, precise geometric shapes, and earthen enclosures aligned with astronomical events, including the Major Lunar Standstill, an event observed for thousands of years by hundreds of cultures around the world. The next Lunar Standstill will culminate in 2024, and be observed at the earthworks in 2023, 2024, and 2025. http://whc.unesco.org/en/tentativelists/5243/
Tribal Outreach: American Indian Governments and the Newark Earthworks Center

The Newark Earthworks Center recognizes that sustainable, reciprocal relationships with federally recognized American Indian governments are a key to understanding Ohio’s history, and essential for understanding the Hopewell Ceremonial Earthworks historically, in the present, and for the future. The NEC has these kinds of strong connections with the Eastern Shawnee Tribe of Oklahoma and the Pokagon Band of Potawatomi, and has cordial relations with other Woodlands tribes. During these transitional years, our connections continue, but new initiatives are on hold.

The NEC’s relationship with the Eastern Shawnee Tribe of Oklahoma beginning in 2007, led the NEC to develop the first Tribal Outreach Program in Ohio. American Indian governments are federally recognized tribes with significant histories in Ohio. Ohio was a central location for conflict over land between American Indian groups and the colonial governments from 1700 to 1840. By 1840, there were no American Indian groups or tribes left in Ohio as the result of the enactment of the federal Indian Removal Act. For 160 years, American Indian governments were not involved in their ancestral homelands in Ohio. That has changed dramatically since 2007, and Ohio State, through the NEC’s tribal outreach program contributed to this outcome.

OSU’s faculty have identified more than thirty-five American Indian governments with substantial histories in Ohio. Chief Wallace of the Eastern Shawnee Tribe of Oklahoma is a member of the World Heritage Ohio Executive Committee, and has been an outspoken advocate for cultural heritage in Ohio, including giving testimony to Ohio Legislature. Chief Wallace has expressed an interest in collaborating with OSU in many ways, including research initiatives and pre-college programs. OSU faculty are establishing research opportunities for American Indian Students in the sciences [Appendix E iii, p. 320]. Because of the NEC’s outreach, OSU faculty have visited tribal headquarters, and more visits and earthworks tours were planned when the NEC was closed. In addition, visits from tribal government and cultural leaders, tribal heritage tour groups from federally recognized American Indian Tribal Nations, and cultural presentations have taken place the earthworks through NEC programs. As many as eighty tribes (of the total 567 federally recognized tribal nations in the US) have been represented through individuals visiting the earthworks.