# Self-Study

For University Center Review (Initial)

**To:** Council on Academic Affairs, Center Review Subcommittee

**From:** The Nationwide Center for Advanced Consumer Insights

**Date:** May 8, 2023

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## MISSION

**About the Center**.The Nationwide Center for Advanced Customer Insights (NCACI) is a joint business research venture between the Nationwide Mutual Insurance Company and the Fisher College of Business.

NCACI focuses on critical thinking skills and rigorous problem formulation methodologies in the conduct of insurance and financial product research. The current areas of research include the analysis of: marketing and distribution effectiveness, consumer behavior patterns, customer satisfaction, customer lifetime value, and operational effectiveness. NCACI is constantly developing state of the art predictive models and data mining techniques to enhance insight and understanding of consumer behavior and purchasing patterns.

NCACI employs multidisciplinary research teams composed of Nationwide business experts and best in class Ohio State graduate students from across the entire University, including students from: Business, Statistics, Psychology, English, Political Science, Linguistics, and various Engineering Departments. The students work twenty (20) hours per week on Nationwide projects, have complete access to Nationwide data and use technology provided by Nationwide. Each student, or GRA, has their tuition paid for by NCACI as well as a monthly stipend, which varies by level of student, paid during the academic year.

**History**. NCACI was created in May 2008 between Ohio State (William Shkurti , SVP, Business and Finance) and Nationwide (Paul Ballew, SVP Customer Insights and Analytics). Tom Bishop, Clinical Faculty at Fisher, was the first Executive Director of the center and the plan at that time was for 5 – 7 students to be part of the center for the first year. Tom had a 50% appointment that was covered by the center budget and one additional individual, Tim Welch, was hired to manage the center. The original concept of NCACI was that Tom Bishop would provide oversight and management of the GRAs and provide skills transfer to Nationwide. In 2008, Nationwide had an analytics organization, but it was not as developed as it is today. EAO, or the Enterprise Analytics Office at Nationwide, now houses over 100 individuals, and a number of those individuals have spent time as a GRA in NCACI.

In the 15 years since the creation, there have been three Executive Directors, with the current director, Ralph Greco (Senior Lecturer, Fisher College of Business) in place since 2016. Tim Welch is still the center manager. For the 2023-24 academic year, NCACI will house twenty (20) GRA’s from a number of colleges/departments at OSU and will additionally manage twenty (20) undergrads. The undergrad students were added before the pandemic and are managed by the Center Manager. One hundred percent of the undergrads are Federal Work Study (FWS) students, and each student has an assigned mentor from Nationwide that work with them over the semester on various projects.

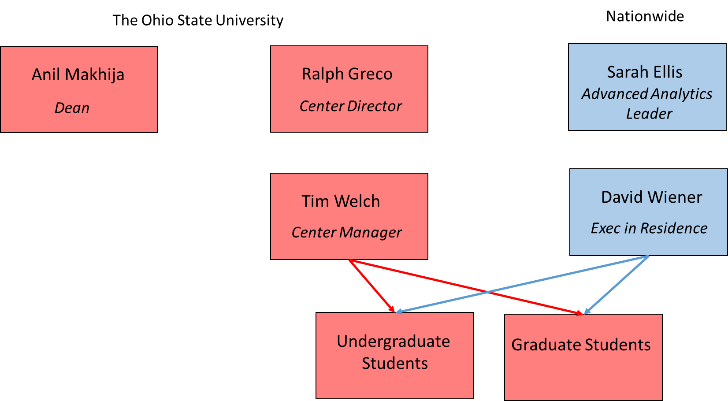
## CONTRIBUTIONS

NCACI’s contributions are focused on two areas – (1) students and their tuition, and (2) College contributions to Fisher through an overhead process. As a quick note, the fiscal year for Nationwide (calendar) and OSU (July thru June) do not line up, so any discussion about fiscal year contributions will reference an OSU timeline, not Nationwide.

**Students**. NCACI has contributed over $2,100,000 to student tuition and stipends over the last three fiscal years. Since the inception of the program in 2008, the center has contributed over $7,000,000 to student tuition and stipends. A complete list of all students and departments impacted is located in the appendix.

**College Contributions**. NCACI has contributed over $120,000 in college overhead in the last three fiscal years.

## ADMINISTRATIVE STRUCTURE

NCACI has a core team of 1.1 FTE (Center Manager and Center Director) and no faculty appointments at this time.

**Staff**. NCACI has one full time OSU employee, the Center Manager, Tim Welch. The Center Director is a part time role. The Center Director has a dotted line relationship with the Dean and is currently a full time Professor in the Department of Operations and Business Analytics.

**Job Responsibilities.**

**NCACI’s Center Manager** is responsible for the day to day operations of the center. The Center Manager works closely with Fisher fiscal administration on the budget and departments and colleges across campus to ensure the various graduate student’s tuition is properly taken care of. The Center Manager interfaces on a daily basis with the assigned Nationwide leadership for NCACI. Each year, Nationwide assigns an **Executive in Residence** as part of the agreement. This Executive in Residence has an office in Mason Hall and is managing the efforts of the Graduate Research Associates during their tenure in the Center.

Each year the Center Manager works with Nationwide to determine their requirements for the upcoming academic year. The Center Manager then advertises the GRA openings around the greater OSU campus (and only in Columbus, no branches) and across as many colleges and departments as he can. In the past, we have had colleges/departments ask us not to advertise the GRA openings and the Center Manager has obliged. This process usually takes place during the Fall Semester and once all the resumes have been received, the Center Manager creates a book of candidates and provides them to Nationwide. The Nationwide Executive in Residence and others will begin an interview process that may take several weeks to a month or longer, and we interview those candidates they feel will be a good fit at Nationwide. When that process is complete, the Center Manager will then provide each candidate with either an offer letter, or an email informing the candidate that they were not chosen for this academic year.

The **Center Director** is responsible for oversight and interacting with the various colleges and departments across campus. The current Center Director does not provide any skills transfer to Nationwide.

|  |  |  |
| --- | --- | --- |
| **Fiscal Year** | **Income** | **Expenses** |
| 2017-18 | $594,760 | $527,605 |
| 2018-19 | $654,236 | $558,070 |
| 2019-20 | $864,628 | $710,895 |
| 2020-21 | $879,273 | $830,840 |
| 2021-22 | $879,273 | $754,440 |

## BUDGET

**Summary**. NCACI has a long history of self-sustainability, and over the last five years has grown the budget by over 45%.

**Highlights**. NCACI has grown the number of GRA’s substantially over the last five years. In 2017-18 we had 12 GRAs and this year that number will be closer to 20. In addition we had six undergraduates in 2017-18 and in this last year we had 20 Federal Work Study students.

**Forecast**. NCACI will continue to maintain a healthy budget and consistently come in or meet the budget each year. NCACI is fully funded by Nationwide Insurance, and each year after the recruiting process is complete, NCACI and Nationwide agree on the number of GRAs that will be hired for the next academic year, and then the budget is set at that time. Nationwide is fully aware of the college overhead charges, the personnel costs (Center Manager and Center Director) and any miscellaneous costs. The agreement between Nationwide and OSU was created back in 2008 and modified again in 2013, but one component has remained in place over the last 10 years - that is, OSU does not ask Nationwide to commit more than one year at a time. We work with Nationwide on their demands and fulfill those demands on a year by year basis. Typically, Nationwide will only commit to each student for one academic year at a time. There have been exceptions in which Nationwide has offered a four semester commitment. Students who are a good fit and contribute positively will have their GA contract renewed. The vast majority of students will have their GA’s renewed until they graduate.

## EVALUATE CRITERIA & BENCHMARKS

In identifying and describing the degree to which the center has met (or failed to meet) its stated evaluative criteria and benchmarks, historic documentation was referenced. In the original agreement (signed in 2008) between Fisher and Nationwide leaders at the time articulated that the center sought to:

* *Provide OSU faculty, staff and students with practical experience while engaging in seminal research leading to publishable results.*

Based on that statement from the original signed agreement **from 2008**, NCACI has **partially** filled its original intent. For the first five (5) years NCACI attempted to work with faculty across various colleges and departments, but after several failed attempts, the focus was modified (in 2013) to be on the GRAs and their impact on Nationwide projects. In 2008, the Analytics organization at Nationwide was not as mature as it is in 2023, and the skills that Tom Bishop and other faculty brought as part of the agreement were readily used. Over time, the Enterprise Analytics Office (EAO) at Nationwide has matured and the agreement was modified in 2013 to reflect that maturation process and turn the focus to the Graduate Research Assistants. As a result of that modification, the number of GRAs grew at a rapid pace and the largest percentage of the budget is being directly spent on OSU students. In that measure, NCACI is a great success. Today, NCACI has GRAs working at Nationwide EAO, Enterprise Risk Management (ERM) and Nationwide Finance.

Appendix A: Student Graduates

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Academic Year** | **Student Name** | **Area of Study** | **Employer  after Graduation** | **Current Employer** |
| 2022-23 | Renxioung Rui | Statistics | Bell Labs | Bell Labs |
| 2022-23 | Stephanie Antetomaso | Linguistics | Nationwide Insurance - IA | Nationwide Insurance - IA |
| 2022-23 | Evan DeCarlo | English | last year OSU fellowship | last year OSU fellowship |
| 2022-23 | Kenny Slagell | Psychology | last year OSU fellowship | last year OSU fellowship |
| 2022-23 | Abbigail Greff | English | applying for Academic positions | applying for Academic positions |
| 2022-23 | Shlok Sah | Computer Science | Chase | Chase |
| 2022-23 | Chris Beaschler | MBA | Nationwide Insurance - EAO | Nationwide Insurance - EAO |
| 2022-23 | Mackenzie Weiler | Political Science | Nationwide Insurance - EAO | Nationwide Insurance - EAO |
| 2022-23 | Peter Choi | Sociology | Nationwide Insurance - EAO | Nationwide Insurance - EAO |
| 2022-23 | Kathryn Hoisington-Shaw | Psychology | Nationwide Insurance - EAO | Nationwide Insurance - EAO |
| 2022-23 | Ruochen Huang | Statistics | Nationwide Insurance - EAO | Nationwide Insurance - EAO |
| 2022-23 | Yingzi Yang | Computer Science | Nationwide Insurance - EAO | Nationwide Insurance - EAO |
| 2022-23 | Chenxi Zhou | Statistics | Nationwide Insurance - EAO | Nationwide Insurance - EAO |
| 2021-22 | Kumar Somnath | Statistics | Foursquare | Foursquare |
| 2021-22 | Brandon Galdo | Psychology | leave of absence from PhD | Unknown |
| 2021-22 | Chenxi Zhou | Statistics | Nationwide | Nationwide |
| 2021-22 | Clinton Morrison | English | last year OSU fellowship | student |
| 2021-22 | Matthew Spearly | Political Science | Nationwide | Nationwide |
| 2021-22 | Shlok Sah | CSE | Chase | Chase |
| 2020-21 | Sri Harini Balaji | ECE | GE Power | GE Power |
| 2020-21 | Surojit Datta | ECE | Amazon | Amazon Web Services |
| 2020-21 | Nupur Gupta | Economics | Citibank | PNC |
| 2020-21 | Hao Chen | ECE | PhD at OSU | PhD at OSU |
| 2020-21 | Chris Morris | English | First National Bank | First National Bank |
| 2020-21 | Cameron Conte | Statistics | Nationwide | Nationwide |
| 2020-21 | Andrew Richards | Statistics | Post Doc at OSU | OSU |
| 2020-21 | Bo Luan | Statistics | Dissertation Year | Google |
| 2020-21 | Heather Frazier | English | Library of Congress | Library of Congress |
| 2020-21 | Manny Jacquez | English | Sidwell | Sidwell Friends School |
| 2020-21 | Lindsay Hodgens | English | Nationwide | Nationwide |
| 2020-21 | Ricardo Garcia | Political Science | Nationwide | Nationwide |
| 2019-20 | Christina Sousa | Statistics | Nationwide | Karat |
| 2019-20 | Akira Horiguchi | Statistics | Dissertation year | Faculty |
| 2019-20 | Samuel Head | English | Faculty | Faculty |
| 2019-20 | Shontael Elward | Linguistics | Nationwide | Nationwide |
| 2019-20 | John Honaker | Statistics | Nationwide | Nationwide |
| 2019-20 | Paula Miller | English | Nationwide | Nationwide |
| 2019-20 | Jonathan Stahl | Psychology | Nationwide | Nationwide |
| 2019-20 | Ben Moran | English | Nationwide | Nationwide |
| 2019-20 | Carmen Palomino | MBA | Microsoft | Microsoft |
| 2019-20 | Shuyi Wang | Statistics | Amazon | Amazon |
| 2018-19 | Thanh Do | MBA | Capitol One | Capitol One |
| 2018-19 | Brandon Olesh | MBA | Nationwide | Unigroup |
| 2018-19 | Nikki Bevan | Psychology | Nationwide | Nationwide |
| 2018-19 | Sreeja Thoom | ECE | Microsoft | Microsoft |
| 2018-19 | Shreyan Ganguly | Statistics | Nationwide | Nationwide |
| 2018-19 | Gaurav Tendolkar | CE | Microsoft | Microsoft |
| 2018-19 | Jay Peddamail | ECE | Google | Google |
| 2018-19 | Yiyang Lin | Statistics | Unknown | Nationwide |
| 2017-18 | Ashley Jacque | MBA | Boeing | Mom |
| 2017-18 | Manjuan Duan | Linguistics/Statistics | Amazon | Amazon |
| 2017-18 | Nick O'Dell | Psychology | Panasonic | Dropbox |
| 2017-18 | Rochan Tipre | MBA | Nationwide | Nationwide |
| 2017-18 | Sophie Nguyen | Statistics | Chase | Meta |
| 2017-18 | Tiffany Shader | Psychology | Clinical/OSU | Nationwide |
| 2016-17 | Matt Irwin | Communications | Nationwide | Nationwide |
| 2016-17 | Ziyue Chen | Statistics | Nationwide | Unknown |
| 2016-17 | Sahil Kaura | MBA | Apple | Apple |
| 2016-17 | Katie Sasso | Psychology | Huntington | Beam Benefits |
| 2015-16 | Izabela Gierach | MBA | Kalypso | Protein Capture |
| 2015-16 | Jackson Kantruss | MBA | Unknown | Unknown |
| 2015-16 | Prashanti Ghale | Statistics | Nationwide | Nationwide |
| 2015-16 | Lily Liaw | Linguistics/Statistics | consultant | unknown |
| 2015-16 | JoJo Wang | Statistics | Chase | Chase |
| 2015-16 | Jeff Gory | Statistics | Rockbridge Cap. | Unknown |
| 2014-15 | Doris Grillo | MBA | Chase | Chase |
| 2014-15 | Chris Roberts | MBA | Chase | Chase |
| 2014-15 | John Lewis | PhD - Statistics | Sandia | Upstart |
| 2014-15 | Chengjun Hou | PhD - ISE | The Hartford | Amazon Robotics |
| 2014-15 | Shannon Hollars | PhD - Psychology | Huntington | AbleTo |
| 2013-14 | Craig Maas | MBA | Nationwide | Nationwide |
| 2013-14 | Srinath Sampath | PhD - Statistics | Hamilton Capitol | unknown |
| 2012-13 | Li Guo | MBA | IBM | IBM |
| 2012-13 | Jennifer Barlette | MBA | Netjets | Anchorhead |
| 2012-13 | Adwait Muthal | MBA | IBM | Quest Diagnostics |
| 2012-13 | Steve Bamattre | PhD - Statistics | Unknown | Unknown |
| 2012-13 | Ty Henkaline | PhD - Psychology | Manta | Mid Ohio Food Bank |
| 2011-12 | Swapnil Tambi | MBA | PWC | BNY Mellon |
| 2011-12 | Manpreet Singh | MBA | Ernst & Young | Unknown |
| 2011-12 | Rami Farasin | MBA | Deloitte | Deloitte |
| 2011-12 | Hang Joon Kim | PhD - Statistics | Postdoc at Duke | Faculty |
| 2011-12 | Sooho Lee | PhD - ISE | Netjets | Deceased |
| 2011-12 | Stacie Wang | PhD - Economics | State Street | Fidelity Investments |
| 2010-11 | Maulin Shah | MBA | Ernst & Young | League |
| 2010-11 | Mittal Haria | MBA | Deloitte | Deloitte |
| 2010-11 | Joseph Lopez | MBA | BASF | Intel Corporation |
| 2010-11 | Taylor Blake | PhD - Statistics | Starbucks | Ketch |
| 2010-11 | Sooho Lee | PhD - ISE | Netjets | Deceased |
| 2009-10 | Samarth Mital | MBA | Deloitte | Rubrik |
| 2009-10 | Susan Wang | MBA | Family business | Unknown |
| 2009-10 | Ju Hee Lee | PhD - Statistics | Post Doc | Faculty |
| 2009-10 | Mike McCaslin | PhD - Psychology | Nationwide | Nationwide |
| 2009-10 | Darren Weng | PhD - Economics | Faculty | Faculty |
| 2008-09 | Shireesh Annam | MBA | Deloitte | Claire's, Inc. |
| 2008-09 | Luv Sharma | MBA | Did trading | Unknown |
| 2008-09 | Yog Pendharkar | CSE | Cyber Technology | SmartFinancial |
| 2008-09 | Ju Hee Lee | PhD - Statistics | Unknown | Unknown |
| 2008-09 | Ty Henkaline | MA - Psychology | Nationwide | Mid Ohio Foodbank |

Appendix B – Financials







