

# ADDENDUM TO PROPOSAL FOR PERMANENT CENTER STATUS

To: Vice Provost W. Randy Smith, Office of Academic Affairs

From: Lee J. Strang, Executive Director, Salmon P. Chase Center for Civics, Culture, and Society, and Professor of Law, Mortiz College of Law

Date: December 11, 2024

**Re: Proposal to Establish the Salmon P. Chase Center for Civics, Culture, and Society as a Permanent University Center**

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## OVERVIEW

The Salmon P. Chase Center for Civics, Culture, and Society (“Chase” or the “Chase Center”) was created in 2023 by the State of Ohio. ORC § 3335.39. The Chase Center was “established as an independent academic unit within the Ohio state university . . . [that] shall conduct teaching and research in the historical ideas, traditions, and texts that have shaped the American constitutional order and society.” At the request of Trevor Brown, Dean of the John Glenn College of Public Affairs, the Council on Academic Affairs granted the Chase Center the designation of temporary university center status on September 6, 2023. On October 31, 2024, the Chase Center submitted a Proposal to establish the Center as a permanent university center “with the authority to house tenure-track faculty who hold their appointments in the center,” ORC § 3335.39(B), and “to offer courses and develop certificate, minor, and major programs as well as graduate programs, and offer degrees.” *Id.* § 3335.39(E)(3).

Subcommittee A of the Council on Academic Affairs reviewed the Proposal. The Subcommittee requested further information on the following items: (1) faculty; (2) curriculum; (3) budget; (4) patterns of administration; and (5) research. This Addendum provides the requested information. At the end of this Addendum is a five-year timeline that chronicles the anticipated development of the Chase Center.

## I. FACULTY

### A. Faculty Composition

As noted in the Proposal, the Chase Center plans to hire fifteen tenure-track faculty over the next two years. Though the exact numbers will depend on the market, the Center’s goal is to hire ten tenure-track faculty to begin in Fall, 2025, and five to begin in Fall, 2026. These faculty will likely have different ranks and levels of seniority. They will also have terminal degrees in multiple disciplines. The Chase Center also plans to hire CTP faculty who will have administrative duties along with opportunities to teach and research.

The Chase Center will also create formal relationships, called Chase Faculty Fellows, with faculty from other OSU units. It’s not yet clear how many Chase Faculty Fellows there will be; it depends on the Chase Center’s needs along with faculty interest. Preliminary faculty interest is high.

The Chase Center will also host postdoctoral scholars. These postdocs will spend one to two years as integral parts of the Center’s academic community, receive significant time and

resources to pursue their research and scholarship, and contribute to the community through teaching or sharing their research or in some other manner.

The Chase Center also plans to work with the Graduate School to incorporate graduate students into Chase's academic community as researchers, teachers, and administrators.

The Chase Center is committed to creating a community that values intellectual diversity. ORC § 3335.39(A), (C). There are many components to the Center's embrace of intellectual diversity. They include, but are not limited to diversity of disciplinary perspectives, policy perspectives, ideological and political perspectives, and religious perspectives.

#### B. Faculty Hiring Process

The Chase Center will follow the typical faculty hiring process. Therefore, the Center's faculty hiring process in Spring, 2025, will include faculty from other disciplines and departments and a faculty hiring committee. Faculty candidates will meet with faculty in interview sessions, over a meal, and during a scholarly presentation. A condensed version of this process is currently being utilized to hire the Center's assistant directors. As Chase Center faculty are added, they will participate in faculty hiring.

#### C. Faculty Promotion and Tenure Process

The Chase Center will begin consideration of and adopt its Appointments, Promotion, and Tenure (APT) standards as faculty are hired. APT standards are important to ensure that the Chase Center strives for the highest standards of faculty excellence and simultaneously treats all of the Center's members fairly and with due process. The Center's APT standards will follow the template of the Office of Academic Affairs and be developed in consultation with the Office of Faculty Affairs. The Center will refer to other units' APTs as models during the development of its standards. The Center's APT standards will govern the appointment of faculty along with their promotion and tenure.

The Chase Center's tenure-track faculty covered by the protections set forth in Faculty Rule 3335-6-06, like all University tenure-track faculty, will be protected and reassigned if the Center were to cease to exist through the elimination of its statutory enabling legislation.

## **II. CURRICULUM**

The Chase Center's mission is to teach (and research) the subject of American citizenship, and this includes both self-government by individual American citizens and self-government of the American political community. For these and other reasons, the Center will offer courses that approach the subject from a variety of disciplinary perspectives. The Chase Center's curricular proposals will include a credit-bearing certificate in Civic Thought & Leadership, a minor in Civic Thought & Leadership, and a major in Civic Thought & Leadership.

The Chase Center intends to participate in OSU's curricular approval process for its courses and programs. The Chase Center's curriculum development process will include Center faculty and other unit faculty. The Center, in consultation with the Office of Academic Affairs, will craft its first curriculum proposal in early 2025 for submission to the Council on Academic Affairs. This consultation will include other units whose subjects are adjacent to Civic Thought & Leadership.

The exact classes and courses of study will be dependent on a number of key variables including the faculty hired, student demand, and the OSU curricular landscape. The Center will

initially work toward offering a certificate in Civic Thought & Leadership in Spring, 2026. This certificate will include a foundational course tentatively titled *The American Civic Tradition*, and electives to round out the other nine credits. The Center will then offer a minor in Civic Thought & Leadership in Fall, 2026. The minor will include the *The American Civic Tradition* course plus electives. Finally, the Center will offer a major in Civic Thought & Leadership in Spring, 2027. The major will include the foundational course, a capstone seminar tentatively called *Senior Thesis*, along with other required courses and electives to round out the remaining 27 credits. The elective courses will include electives from both the Center and other units. The Chase Center tentatively plans to enter the graduate education field in three to four years to offer degrees in Civic Thought & Leadership. The Chase Center has and will continue to actively invite other units to develop joint programs and to explore cross-listing courses with it.

It is likely that some percentage of Chase's courses will be offered in an online modality especially if, as is likely, the Center provides educational opportunities to non-traditional students. For the same reasons, the Chase Center is considering offering stand-alone certificates. Relatedly, the Chase Center is exploring offering non-credit bearing certificates for OSU staff and other busy professionals who are seeking opportunities for professional enrichment and advancement.

The Chase Center's curricular development process will be informed by multiple sources of information. This includes and is likely to include: meetings with students and student groups; meetings with faculty, departments, and colleges; consulting with similar centers whose curricula have been well received; conversations with potential employers; and market analyses of student and market needs.

The Chase Center's student program, though formally separate from the Center's curriculum, is integral to the Center's education of future citizens. Student fellows will have the opportunity to experience both an intellectual and an affective academic community. The student program will culminate in a study abroad opportunity. (The Center is in conversation with units of Oxford University to host the study abroad.) The Chase Center will support student participation in Chase's academic life with scholarships, including support for the study abroad program.

The Center's curricular offerings are important both to implement its mission and to provide resources to support the Center.

### **III. BUDGET**

The Chase Center is working closely with the Office of Business and Finance in the Office of Academic Affairs. Together, they have created a budget that is continually refined to take into account the latest information. Based on this information, the Chase Center will comfortably work within its resources.

The Chase Center's income will come from three primary sources: the State of Ohio; tuition; and development. The consensus judgment of the relevant OSU personnel is that the State of Ohio will at minimum maintain its current \$5 million annual support for the Chase Center, and the Chase Center is pursuing additional support. This is consistent with similar centers around the country whose resources have grown—often significantly—over time, and it is also consistent with the experiences of other, existing OSU units that receive support from the State of Ohio.

Net annual tuition revenue to the Chase Center in its fifth year, based on the experiences of similar centers, is predicted to be approximately \$1.5 million. This number is based on

approximately 1700 students taking Center courses over the academic year. This number is also based on Ohio State’s tuition model and developed in consultation with OSU’s Office of Academic Affairs. The Center is working toward offering approximately fifty courses during the 2027-2028 academic year.

The Chase Center is collaborating with the Office of Advancement to cultivate significant support for the Center and is expected to realize \$1 million per year in usable development funds by its fifth year. The Center will follow Office of Advancement policies including those regarding donor identity. In sum, the Chase Center’s annual income in its fifth year will be approximately \$7.5 million.

The Center’s key expenses will be personnel costs. Personnel costs of fifteen tenure track faculty, administration, and staff is budgeted at approximately \$4 million per year in Chase’s fifth year. Other costs including facility, furniture, development, research, and programming are anticipated to be approximately \$715,000 annually. Together, the Chase Center’s annual expenses in its fifth year will be approximately \$4.7 million.

As noted earlier, the Chase Center’s tenure-track faculty covered by the protections set forth in Faculty Rule 3335-6-06 will be protected and reassigned if the Center were subject to financial exigency.

Below is a budget that summarizes information from the Center’s working budget:

<b>Salmon P. Chase Center Preliminary 5 Year Budget</b>					
<b>CC14454</b>					
	<b>FY24 (2023-2024)</b>	<b>FY25 (2024-2025)</b>	<b>FY26 (2025-2026)</b>	<b>FY27 (2026-2027)</b>	<b>FY28 (2027-2028)</b>
	<b>Actual</b>	<b>Projections</b>	<b>Projections</b>	<b>Projections</b>	<b>Projections</b>
<b>Beginning Cash</b>	\$ -	\$ 5,000,000	\$ 9,097,117	\$ 10,921,643	\$ 13,015,528
<b>Sources:</b>					
State Subsidy (MOU through FY25)	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000
Discretionary Funds - \$15k each year for 3 years	\$ -	\$ 15,000	\$ 15,000	\$ 15,000	\$ -
Development Fund Gifts	\$ -	\$ 100,000	\$ 250,000	\$ 500,000	\$ 1,000,000
Estimate for Tuition	\$ -	\$ -	\$ 260,006	\$ 1,040,026	\$ 1,473,370
<b>Total Sources</b>	<b>\$ 5,000,000</b>	<b>\$ 5,115,000</b>	<b>\$ 5,525,006</b>	<b>\$ 6,555,026</b>	<b>\$ 7,473,370</b>
<b>Uses:</b>					
Total Personnel Costs	\$ -	\$ 821,983	\$ 3,118,699	\$ 3,921,860	\$ 3,959,415
Total Supplies and Services	\$ -	\$ 125,900	\$ 294,282	\$ 164,282	\$ 164,282
Public Programming	\$ -	\$ 70,000	\$ 100,000	\$ 100,000	\$ 100,000
Student Programming	\$ -	\$ -	\$ 100,000	\$ 100,000	\$ 100,000
Student Aid	\$ -	\$ -	\$ 87,500	\$ 175,000	\$ 350,000
<b>Total Spend</b>	<b>\$ -</b>	<b>\$ 1,017,883</b>	<b>\$ 3,700,480</b>	<b>\$ 4,461,141</b>	<b>\$ 4,673,697</b>
<b>Margin</b>	<b>\$ 5,000,000</b>	<b>\$ 4,097,117</b>	<b>\$ 1,824,526</b>	<b>\$ 2,093,884</b>	<b>\$ 2,799,673</b>
<b>Ending Cash</b>	<b>\$ 5,000,000</b>	<b>\$ 9,097,117</b>	<b>\$ 10,921,643</b>	<b>\$ 13,015,528</b>	<b>\$ 15,815,200</b>

#### **IV. PATTERNS OF ADMINISTRATION**

The Chase Center will begin consideration of and adopt its Patterns of Administration (POA) in early 2025. The POA are essential to the Center’s character as an academic community

because it will identify the Center's mission, structure (including the Oversight Committee), and processes consistent with academic values. The Center's POA will follow the template of the Office of Academic Affairs and be developed in consultation with the Office of Faculty Affairs. The Center will also rely on models from other units, such as the University Libraries, which is similar to the Chase Center in its reporting structure.

The POA will govern all of the essential aspects of the Center including: defining faculty; defining faculty voting rights; the Center's administration; decision-making processes; faculty workloads; leaves; and due process.

The Chase Center will be subject to regular review by the University Senate. The Center will also submit its annual reports to the University Senate.

## **V. RESEARCH**

The Chase Center will robustly support faculty research in numerous ways because research and scholarship are essential for the Center to achieve its mission and to enhance OSU's land grant mission to produce and disseminate knowledge.

The Chase Center plans to provide each faculty member with a competitive start-up package to support his or her research, travel, and other scholarly activities. The Center will also provide annual financial support for each faculty member's research and scholarship activities. This support will be consistent with the norms of the faculty member's field, the University's practice, and other centers. The Center will support faculty with research assistants and teaching assistants. The Center will also provide course load reductions for pre-tenure faculty.

The Center will host a dynamic internal workshop series where the Center's faculty (including Faculty Fellows) present their work. The Center is also in the process of creating workshop exchange programs with other universities, and it will have those established for Fall, 2025. The Center also plans to host annual conferences on themes within Civic Thought & Leadership.

Financial support for faculty research will come from Chase's general budget along with support via development and grants. Among other development opportunities that the Center is pursuing, it is seeking support for endowed faculty positions, research and travel costs, and faculty scholarship awards.

The Center has begun pursuing grants to support faculty research. In conjunction with the Office of Advancement and the Office of Research, the Center is identifying grant-makers who are likely to support Chase and its faculty. For example, the Chase Center has received a grant from the nonprofit, nonpartisan Jack Miller Center to support Chase's Spring, 2025, conference of Ohio's nineteen civics centers (from Ohio's public and private universities).

The Center plans to collaborate with the Graduate School to incorporate graduate students into Chase's academic community and research. This partnership may take many forms including graduate associateships and graduate fellowships for students who wish to participate deeply in the Center's academic and research life, as well as other relationships between graduate students and the Center. This will support OSU's graduate students and enrich the Chase Center.

## TIMELINE

Below is a tentative five-year timeline for the Chase Center’s growth over its first five years:

<b>Date</b>	<b>Occurrence</b>	<b>Actor(s)</b>
July 4, 2023	Chase Center enabling act approved	Ohio
August, 2023	Organization of Chase Center working group	President and Provost of The Ohio State University
August 31, 2023	Proposal for temporary university center status	Trevor Brown, Dean, Glenn College of Public Affairs to Council on Academic Affairs
September 6, 2023	Approval of temporary university center status	Council on Academic Affairs
October 3, 2023	Chase Center enabling act effective	Ohio
October, 2023	Convened Chase Center Faculty Advisory Committee	Office of Academic Affairs
August 20, 2024	Appointment of Executive Director	Ted Carter, President, The Ohio State University
October 31, 2024	Proposal for permanent university center status to the Council on Academic Affairs	Chase Center
December 11, 2024	Addendum to Proposal for permanent university status to the Council on Academic Affairs	Chase Center
January, 2025	Begin curriculum development process	Chase Center, Office of Academic Affairs, Council on Academic Affairs
February, 2025	Initiate tenure-track faculty hiring for approximately 10 faculty (for Fall, 2025)	Chase Center
Spring, 2025	Initiate curriculum approval process	Chase Center, Office of Academic Affairs, Council on Academic Affairs
Spring, 2025	Begin consideration and adoption of Patterns of Administration	Chase Center, Office of Academic Affairs, Office of Faculty Affairs
Spring, 2025	Launch public-facing programming	Chase Center

Spring, 2025	Craft Chase Faculty Fellows process	Chase Center
Spring, 2025	Craft graduate associateships and graduate fellowships	Chase Center, Graduate School
June, 2025	Report to General Assembly, Board of Trustees, University Senate	Chase Center
Summer, 2025	Begin consideration of and adopt Appointments, Promotion, and Tenure standards	Chase Center, Office of Academic Affairs, Office of Faculty Affairs
Summer, 2025	Convene Oversight Committee and Student Advisory Board	Chase Center
Summer, 2025	Assess impact of public-facing programming	Chase Center
Fall, 2025	Launch Student Fellows Program	Chase Center
Fall, 2025	Start Chase Center internal workshop series and external workshop exchange	Chase Center
Fall, 2025	Offer special topics courses	Chase Center
Fall, 2025	Begin tenure-track faculty hiring for approximately 5 faculty (for Fall, 2026)	Chase Center
Spring, 2026	Offer Certificate in Civic Thought & Leadership	Chase Center
June, 2026	Report to General Assembly, Board of Trustees, University Senate	Chase Center
Summer, 2026	Offer study abroad opportunity to student program members	Chase Center
Summer, 2026	Assess impact of public-facing programming	Chase Center
Fall, 2026	Offer minor in Civic Thought & Leadership	Chase Center
Spring, 2027	Offer major in Civic Thought & Leadership	Chase Center
June, 2027	Report to General Assembly, Board of Trustees, University Senate	Chase Center

Summer, 2027	Assess impact of public-facing programming	Chase Center
Fall, 2027	Offer graduate education in Civic Thought & Leadership	Chase Center
June, 2028	Report to General Assembly, Board of Trustees, University Senate	Chase Center
Summer, 2028	Assess impact of public-facing programming	Chase Center