

From: [Smith, Randy](#)
To: [Strang, Lee](#)
Cc: [Sutherland, Sue](#); [Castro, Carlos](#); [Reed, Katie](#); [Smith, Randy](#); [Griffiths, Rob](#); [Zadnik, Karla](#); [Malone, Helen](#); [Harris, Brad](#); [Brown, Trevor](#); [Kanzeg, Benjamin](#); [Lester, Brandon](#); [Greenbaum, Rob](#); [Gardner, Jared](#); [Clark, Caroline](#); [Watson, Sara](#); [Williams, Valarie](#); [Blackburn, JR](#); [Eveland, Jessica](#); [Rubin, Sara](#); [Rastauskas, Stacy](#); [Mohler, Peter](#); [Leonardi, Kevin](#); [Jones, Norman](#); [Barnett, Kent](#); [Horn, David](#); [Devine, Kristine](#)
Subject: Center for Civics, Culture and Society
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Importance: High

Lee,

The proposal to establish the **Salmon P. Chase Center for Civics, Culture and Society** was approved by the Council on Academic Affairs at its meeting on December 11, 2024. Thank you for attending the meeting to respond to questions/comments.

It is a proposal that is an exception to current center rules, by having tenure initiating authority and by offering curricula.

The proposal will now be sent to the University Senate with a request for inclusion on the **Senate** agenda on **January 23, 2025**. Prior to that it will be discussed at the **Faculty Council** meeting on **January 9, 2025**, and the **Senate Steering Committee** on **January 16, 2025**.

Let me highlight important features related to this proposal and its approval by the Council – based on the Subcommittee report and discussions at the Council meeting.

It is presumed, given that the Center will report to the Executive Vice President and Provost, that it will work within the Office of Academic Affairs to ensure that:

- With regard to personnel matters – hiring, promotion and tenure, and the establishment of a pattern of administration – the Center will follow all established policies/procedures for approval that apply to an academic unit.
- With regard to curriculum – courses and programs (certificates, minors, majors, graduate-level) – the Center will follow all established policies and procedures for approval that apply to an academic unit.
- With regard to fiscal matters – the Center’s budget will be approved annually by the Provost, and managed by the Finance and Business Services Office in the Office of Academic Affairs, and the Center will work with relevant University-level offices on securing additional funding.
- The Chase Center will operate in accord with its enabling legislation, ORC

3335.39.

In addition, the Center will share its annual report to the Ohio Senate and the Board of Trustees, with the Council on Academic Affairs, and will undergo a Council on Academic Affairs review during its second, fourth and sixth years, to assess progress.

Attached are the Whereas statements for the Resolution that will go to the University Senate with the proposal documentation.

The members of the reviewing Subcommittee, and the full Council, are grateful for the thorough, inclusive, and transparent process you used in the development of this proposal.

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

If you have any questions please contact the Chair of the Council, Professor Sue Sutherland (.43) or me.

Randy



W. Randy Smith, Ph.D.

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Salmon P. Chase Center for Civics, Culture, and Society Proposal for Full Center Status CAA Review by Subcommittee A

1. Establishment by State Legislature:

The Salmon P. Chase Center for Civics, Culture, and Society (hereafter referred to as the Chase Center) was initiated by the State of Ohio in 2023 through Ohio Revised Code (ORC) section 3335.39 (Senate Bill 117 and House Bill 33, 135th General Assembly). The Chase Center was created by the state legislature 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.” The Chase Center was supported by \$10M from the state budget (\$5M in each of its first two years). The Center was given “the authority to house tenure-track faculty who hold their appointments in the center” where “Not fewer than fifteen tenure-track faculty positions shall be allotted to teach under the center.” The ORC also states that “The center shall be granted the authority to offer courses and develop certificate, minor, and major programs as well as graduate programs, and offer degrees”. Based on the ORC, the Center will be physically located within the college of public affairs, and the Director, and hence the Center, shall report directly to the Provost (ORC states or President) of the University. In addition to reporting directly to the Provost, ORC 3335.39 also gives the Director sole authority to manage faculty and staff hiring and staff termination as well as the authority to oversee, develop, and approve the Center’s curriculum. This extensive authority, and the ability to develop and offer curriculum and to serve as a tenure-initiating unit (TIU) for faculty are both exceptions to typical Ohio State University Centers. We recognize Prof. Strang has committed to following standard OSU procedures with respect to hiring, curriculum, and general Center operations and Subcommittee A hopes any future Directors will do the same.

2. CAA review process:

At the request of the Dean of the John Glenn College of Public Affairs, Trevor Brown, the Council on Academic Affairs (CAA) granted the Chase Center the temporary university center status on September 6, 2023, with the plan that the Chase Center would develop a proposal for full Center status. CAA received the proposal for full Center status on Oct. 31, 2024, and assigned it to Subcommittee A for review on November 4, 2024. Because of the complicated nature of this Center proposal, additional measures were taken by CAA to ensure a robust review including adding members to the review subcommittee and planning a series of meetings for initial review and discussion of the proposal. Subcommittee A consists of three faculty members – Profs. Ann Allen (College of Education and Human Ecology), Carlos Castro (College of Engineering), and Valarie Williams (College of Arts and Sciences) – and two students – Mykenna Roy and Nathan Snizik – both members of undergraduate student government. Two additional faculty members were added to the subcommittee for the Chase Center review, John Buford (School of Health and Rehabilitation Services) from the University Senate Fiscal Committee and Leigh Bonds (University Libraries) from University Research Committee. Our subcommittee has met multiple times to discuss the proposal (Nov. 6, 13, 27). In addition, the subcommittee met

with the Chase Center Director, Prof. Lee Strang, and Interim Provost Prof. Karla Zadnik two times (Nov. 15, 22) to discuss the proposal. In response to initial feedback from our subcommittee provided on Nov. 14 (feedback discussed with Lee Strang and Karla Zadnik on Nov. 15), Lee Strang provided a draft addendum on Nov. 20 addressing several questions brought up by subcommittee members related to topics including the Center mission, administration, curricula, and faculty. This addendum was reviewed by the subcommittee and further discussed with Lee Strang and Karla Zadnik on Nov. 22. Strang provided a revised addendum on Nov. 27.

Members of the subcommittee attended the University Senate's meeting of Faculty Council on Nov. 7 where the Chase Center was discussed, the full University Senate Meeting on Nov. 14 when the Chase Center was discussed, and on Nov. 22 met with representatives from OSU's Office of Government Affairs who were involved in the initial interactions with the state legislature that created the Center. In addition, on Nov. 18, Sara Watson (College of Arts and Sciences), Senate Faculty Council Chair, and Caroline Clark (College of Education and Human Ecology) and Senate Steering Chair, sent Lee Strang follow-up questions from the Senate meetings (Nov. 7 and Nov. 14) where the Chase Center was discussed. Strang provided responses to those follow-up questions on Nov. 27 along with the revised addendum for Subcommittee A and CAA members to review.

3. Proposal Summary:

The overall mission of the Chase Center is to conduct teaching and research in the historical ideas, traditions, and texts that shaped the American constitutional order and society, aspiring to support OSU's mission of education for citizenship and to propel OSU to become a leader in the field of civic thought and leadership. The Chase Center will carry out this mission through efforts in three primary domains: 1) curriculum development and teaching; 2) multi-disciplinary research and dissemination in civic thought and leadership; and 3) public-facing programming and extracurricular student programming. To carry out its mission, the Chase Center will hire 15 tenure-track faculty and engage faculty fellows from other units at OSU.

3.1 Curriculum development and public-facing programming: The Chase Center's curricular focus will be in the subject of American citizenship, including both self-government by individual American citizens and self-government of the American political community. The Center will develop a credit-bearing certificate in Civic Thought & Leadership, a minor in Civic Thought & Leadership, and a major in Civic Thought & Leadership.

The Center plans to follow OSU's curricular approval by submitting its first curriculum proposal in early 2025 to the Council of Academic Affairs. The Center then aims to establish the certificate starting in Spring 2026, the minor starting in Fall 2026, and the major starting in Spring 2027. All of these programs are envisioned to include a foundational course tentatively titled *The American Civic Tradition* and other required and elective courses, with electives including courses from the Center and other units. The exact courses developed and offered will be dependent on the faculty hired, student demand, and the OSU curricular landscape. The curriculum development will be informed by meetings with student groups;

meetings with faculty, departments, and colleges to avoid duplication and complementing existing offerings; consulting with similar centers whose curricula have been well-received; input from potential employers; and market analyses of student and market needs. Subcommittee A expects that all curricular programs developed by the Chase Center will participate in OSU's curriculum approval process to ensure alignment with the university's academic standards and broader educational mission.

The Chase Center will also host public-facing programs, such as lecture series and conferences, which are intended to present students, faculty, and Ohioans with substantive discussions from a variety of viewpoints on topics related to civic thought and leadership, and model dialogue among citizens. The Chase Center has already planned for three such events in Spring 2025 including: 1) the first installment of its Chase Lecture Series, featuring a biographer of Salmon P. Chase, Walter Stahr, who will speak on Chase as a model of civic life; 2) the first annual Ohio Civics Center Summit, bringing together civics centers from Ohio's public and private universities; and 3) an event tentatively entitled *A Conversation on Civics Education in Research Universities* with Johns Hopkins' President Ron Daniels, the author of *What Universities Owe Democracy*. Extracurricular student programming will include engagement in public programming, weekly community events, engaging with faculty mentors, and participating in study abroad opportunities that are currently in development.

3.2 Faculty hiring, promotion, and tenure: ORC 3335.39 states that "Not fewer than fifteen tenure-track faculty positions shall be allotted to teach under the center." The Chase Center aims to hire 10 tenure-track faculty to start in Fall 2025 and another 5 to start in Fall 2026, though exact numbers will depend on the market. The addendum states these faculty are likely to have different ranks and levels of seniority and terminal degrees in multiple disciplines. The proposal states scholars at the Center will "come from all disciplines adjacent to citizenship including, but not limited to: law, politics, history, philosophy, economics, English, religious studies, and various hard sciences." Subcommittee A expects that the Chase Center will follow the typical faculty hiring process, using search committees of faculty from a variety of relevant disciplines to hire its tenure-track faculty and following hiring guidelines laid out by the Office of Faculty Affairs. Initial search committees will include faculty from other disciplines and departments, and as faculty are hired into the Center, they will also participate in future faculty search committees. The Chase Center started this practice of engaging faculty from other disciplines in search committees with the ongoing search for the Center's Assistant Directors. The Chase Center will adopt Appointments, Promotion, and Tenure (APT) standards as faculty are hired. The APT document will be developed in consultation with the Office of Faculty Affairs following the template provided by the Office of Academic Affairs. The Center's APT standards will govern the appointment of faculty along with their promotion and tenure.

3.3 Finances: The Chase Center proposal addendum provides a 5-year budget plan with income coming from three primary sources: support from the State of Ohio, tuition income (i.e. credit hour revenue), and development funds. The Center is currently supported by \$10M in funding from the State allotted over two years, \$5M per year. The Chase Center and relevant OSU personnel anticipate this state support to continue (the 5-year budget provided

in the addendum includes the anticipated 3 additional years of support), based on prior conversations with legislators and prior evidence from other state-supported Centers. The Chase Center estimates revenue from credit hour production to grow to ~\$1.5M by its fifth year of operation (27-28 academic year) based on a projection of OSU's credit hour allotment model and a projection of ~1700 students taking Center courses across the academic year. The Center aims to offer ~50 courses by the 2027-2028 academic year. These projections and credit hour revenue estimate were made in consultation with OSU's Office of Academic Affairs. The Center is also working with OSU's Office of Advancement to identify and cultivate advancement support for the Center, already resulting in some donor funds. All donations will follow standard practices and policies of OSU advancement, including adherence to transparency and ethical guidelines, which aim to ensure accountability and trust in donor relationships.

Based on the current and projected income, the Center will operate on an annual budget starting at \$5M and rising to ~\$7.5M in its fifth year. Total personnel costs are expected to account for ~\$800k in year 2 and rise to ~\$4M in year 5. Other Center expenses will include Supplies and Services, Public and Student Programming, and Student Aid, which in combination is estimated to rise to ~\$715k by year 5. This also includes research support costs for hired faculty, which will be commensurate with the research support provided in their disciplines. Based on the projections, the Chase Center is anticipated to operate comfortably within its means. As noted in the addendum, the Chase Center's tenure-track faculty are covered by the protections set forth in Faculty Rule 3335-6-06, and they will be protected and reassigned if the Center were to cease to exist through the elimination of its statutory enabling legislation.

3.4 Administration: The Center is led by a Center Director, who according to ORC 3335.39 "shall report directly to the provost or the president of the university". Hence, the Chase Center Director, its Faculty, and the Center activities will be under the purview of the Ohio State Provost. Following ORC 3335.39, the Director is appointed by the board of trustees advised by a 7-member Chase Center Academic Council. This Academic Council conducts a nationwide search and submits a list of finalists to the University President. The President then selects and appoints the Director, subject to the approval of the Board of Trustees. The current Center Director, Prof. Lee Strang, was appointed following this process, and future Center Directors will be appointed following a similar process.

The inaugural Center Director, Prof. Lee Strang, is a nationally recognized legal scholar with significant publication impact in the fields of constitutional law and interpretation, property law, and religion and the First Amendment. Prof. Strang is currently hiring the Center's administrative team, which will initially consist of an Associate Director (envisioned to be a senior level tenure-track faculty), and up to two assistant directors (envisioned to be non-tenure-track, CTP, faculty members), a project manager, and an executive assistant. Based on discussions with Prof. Strang, the Center is also likely to hire student support staff (e.g. academic advisors) as curriculum is developed and other staff (e.g. post-doctoral scholars) as research and other activities are developed.

The Center's administrative practices are required to highlight the core of the Center's mission specified in ORC 3335.39 (details in proposal). The Center will begin consideration of and adopt its Patterns of Administration (POA) in early 2025. 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.

3.5 Research: The Center will conduct multi-disciplinary research in a variety of fields relevant to civic thought and leadership in support of OSU's mission to generate and disseminate knowledge. The Center will support new faculty with start-up funds consistent with the norms of the faculty member's field, the University's practice, and other Centers. The Center also plans to support faculty with research assistants, teaching assistants, and other common OSU practices like reduced teaching course load for pre-tenure faculty. The Center is also pursuing development support for endowed faculty positions, research and travel costs, and faculty scholarship awards. The Center plans to collaborate with the Graduate School to incorporate graduate students into Chase's academic community and research initiatives.

4. Letters of Support:

In addition to what was laid out in the proposal and addendum. Several letters were provided in support of the proposal to grant the Chase Center full Center status including 11 internal letters of support and three external letters of support. The internal letters are provided from faculty spanning several departments (Law; History; Political Science; Philosophy; Educational Studies; and Theatre, Film, and Media Arts), including Dean of College of Law where Prof. Strang is a faculty member, and multiple Department Chairs. These letters indicate the Chase Center has significant support from several units and faculty across campus and that there are several faculty who are interested in engaging with the Chase Center to advance their own education and scholarship efforts. The external letters of support come from three current or former directors of Centers with similar focus on civic thought and leadership. These letters indicate support from the community and share some of the expected benefits that other similar Centers have provided to their university and local communities.

5. Additional comments from Subcommittee A:

- *Definition of intellectual diversity:*

ORC 3335.39 refers prominently to "intellectual diversity." Intellectual diversity is not specifically defined in the proposal or addendum, but both refer to a multi-disciplinary approach and mentions disciplines where faculty may come from including "law, politics, history, philosophy, economics, English, religious studies, and various hard sciences". Subcommittee A requests the addition of a definition of the academic intellectual diversity into the addendum (Section 1A and 1B) both in terms of what is expected in the hired faculty composition and what will be included in faculty search committees. CAA expects faculty search committees be formed with representation from at least three other units (i.e. Departments) separate from the Chase Center. This is common practice for inter-disciplinary hires. This will help ensure that the Center's

faculty hires, curriculum, and programming align with the broader goals of promoting a variety of perspectives and fostering robust civil discourse.

- *Review and reporting schedule:*

Subcommittee A recommends implementing a formal reporting and review schedule to evaluate the Center's progress and ensure accountability. Our subcommittee suggests the following schedule for reporting to formal reviews by CAA:

- Reports are to be submitted to CAA on an annual basis. This could be the same as the report that will be provided to the General Assembly.
- Formal CAA Center reviews will occur every two years for the first six years to address the initial development and implementation phases.
- Reviews will occur every four years thereafter, with the timeline resetting upon any change in Director or substantial structural changes, such as any major change in the Center's legislative mandate, or a reorganization that alters its reporting structure.
- Current practice is that new OSU Centers are reviewed after two years, again after four years, and then on a four-year cycle thereafter. Given the atypical aspects of the Chase Center, Subcommittee A determines it would benefit all stakeholders to carry out reviews at years 2, 4, and 6 and every four years thereafter (instead of just years 2 and 4 and every four years thereafter). Also, given how much authority the Director has over Center direction, composition, and operations, Subcommittee A notes it would be prudent to reset this review schedule whenever a new Director is appointed.

- *Clarification on donor transparency:*

To address concerns raised in Senate discussions, Subcommittee A recommends explicitly stating the Center's policy on donor transparency. This was addressed in the response to a question in the full Senate meeting. Subcommittee A requests including a clause clarifying that donor identities will be disclosed unless confidentiality is required under specific agreements, to make clear the Center will align with OSU's commitment to transparency and accountability.

- *Student representation:*

The proposal does not currently detail how undergraduate and graduate student voices will be incorporated into the Center's decision-making processes. Subcommittee A requests including a plan to establish Student Advisory Board(s) including both undergraduate and graduate students to ensure students are actively involved in shaping curricular and extracurricular programming and research opportunities.

- *Assessment of public-facing programming:*

While other aspects like faculty performance and curriculum will have assessment mechanisms built in, it is unclear how the impact of the Chase Center public programming will be assessed. Subcommittee A recommends establishing an assessment plan that includes metrics such as attendance numbers, audience diversity, and feedback from participants.

Closing comment: Recognizing the atypical structure of authority established by ORC § 3335.39, Subcommittee A expects the Director of the Chase Center to collaborate with the

University in good faith and adhere to Ohio State University's well-established processes for curriculum development and faculty hiring to ensure alignment with institutional values and academic standards. We are in agreement that this is the best approach to successfully achieve the Chase Center's goals as a part of OSU and make it a positive force for OSU's mission of education for citizenship. We acknowledge and appreciate Prof. Strang's collaborative approach to date, which has been essential to moving this proposal forward, and we expect future Directors to take a similar collaborative approach.

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

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:

Salmon P. Chase Center Preliminary 5 Year Budget					
CC14454					
	FY24 (2023-2024)	FY25 (2024-2025)	FY26 (2025-2026)	FY27 (2026-2027)	FY28 (2027-2028)
	Actual	Projections	Projections	Projections	Projections
Beginning Cash	\$ -	\$ 5,000,000	\$ 9,097,117	\$ 10,921,643	\$ 13,015,528
Sources:					
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
Total Sources	\$ 5,000,000	\$ 5,115,000	\$ 5,525,006	\$ 6,555,026	\$ 7,473,370
Uses:					
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
Total Spend	\$ -	\$ 1,017,883	\$ 3,700,480	\$ 4,461,141	\$ 4,673,697
Margin	\$ 5,000,000	\$ 4,097,117	\$ 1,824,526	\$ 2,093,884	\$ 2,799,673
Ending Cash	\$ 5,000,000	\$ 9,097,117	\$ 10,921,643	\$ 13,015,528	\$ 15,815,200

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:

Date	Occurrence	Actor(s)
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

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: October 31, 2024

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

EXECUTIVE SUMMARY

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.” It aspires to become the leading center in the nation of civic thought and leadership research and teaching.

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. Dean Brown stated in the application that the Chase Center’s director would develop a proposal for permanent center status. Below, please find the proposal to establish the Salmon P. Chase Center for Civics, Culture, and Society 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). Permanent center status is necessary for the Chase Center to achieve its mission of being a center of excellence in civic thought and leadership at Ohio State.

As the proposal details, the Chase Center will be a multi-disciplinary center of excellence for research and scholarship, teaching, and service in the field of civic thought and leadership. The Center’s faculty will come from a variety of disciplines related to citizenship, including current OSU faculty who partner with the Center as Chase Faculty Fellows to offer a class, host an event, offer a student opportunity, or collaborate in some other way. The Center’s courses will provide students with knowledge of our common civic tradition, hone their civic skills, and shape their disposition to flourish as citizens in our pluralistic Republic. The Center’s public-facing programming will present students, faculty, and Ohioans with substantive discussions from a variety of viewpoints on topics related to civic thought and leadership, and model dialogue among citizens. The Center’s multi-tiered student programming will invite students to join the Center’s robust academic community through its opportunities for conversation, academic discussion, and fellowship, with a capstone study abroad opportunity. In these and other activities, the Center will collaborate with OSU’s extraordinary colleges, departments, programs, faculty, and student

groups. In sum, the Chase Center will help propel Ohio State to become the nation's leader in the burgeoning field of civic thought and leadership.

The Salmon P. Chase Center for Civics, Culture, and Society requests that the Council on Academic Affairs approve the Chase Center for permanent university center status. Below please find a proposal to establish the Chase Center as a permanent university center.

I. MISSION

A. The Chase Center Will Advance the University's Mission to Educate for Citizenship

The Chase Center's mission is to "conduct teaching and research in the historical ideas, traditions, and texts that have shaped the American constitutional order and society." ORC § 3335.39 (A)(1). The Center's mission is further explained:

Educate students by means of free, open, and rigorous intellectual inquiry to seek the truth;

Affirm its duty to equip students with the skills, habits, and dispositions of mind they need to reach their own informed conclusions on matters of social and political importance;

Affirm the value of intellectual diversity in higher education; [and]

Affirm a commitment to create a community dedicated to an ethic of civil and free inquiry, which respects the intellectual freedom of each member, supports individual capacities for growth, and welcomes the differences of opinion that shall naturally exist in a public university community.

Furthermore and specifically regarding curriculum, the Center is enjoined to "offer instruction in all of the following:

The books and major debates which form the intellectual foundation of free societies, especially that of the United States;

The principles, ideals, and institutions of the American constitutional order; [and]

The foundations of responsible leadership and informed citizenship."

Id. § 3335.39(C)(1). Lastly, the Chase Center will "[o]ffer[] university-wide programming related to the values of free speech and civil discourse; [and e]xpand[] the intellectual diversity of the university's academic community." *Id.* § 3335.39(C)(2).

Civic thought and leadership is the label conventionally given to the Chase Center's mission. Stated briefly, the Chase Center will research and teach on the subject of self-government in the American Republic, both self-government by individual citizens and by the entire political community. The Chase Center's mission is in deep alignment with the University's mission.

The Ohio State University educates students for citizenship in Ohio and throughout the United States. This is reflected in our motto, *Disciplina in civitatem*, and has been OSU's mission since its beginning. In fact, over the course of OSU's first year of existence in 1870-71, the Board of Trustees—in the midst of all the practical realities of buying land and hiring faculty and building buildings—engaged in a spirited debate on the nature of what would become The Ohio State University. Would Ohio State focus solely on providing remunerative, practical knowledge and

skills? Or would it also provide the knowledge and formation necessary for full citizenship in the growing Republic? Indeed, this question of mission was raised at the very first Board of Trustees meeting, on May 11, 1870. As reflected in our motto—“education for citizenship”—The Ohio State University charted a both-and course. As explained by Trustee Horton at the Jan. 5, 1871, meeting: “The institution . . . [should] educate American citizens—not farmer’s servants, as in England; nor as machines, as in Prussia; but for every kind of life. He was strongly in favor of admitting the classics and of making the college, from the very first, of the highest character.”

From its first days therefore, OSU has served Ohioans by equipping students from all backgrounds to be citizens. And today, the Chase Center will continue that mission through its classes, scholarship, and programming. The Chase Center’s support for OSU’s mission operates concretely in three primary domains.

First, Chase will provide students with the knowledge, the skills, and the disposition to flourish as citizens in whatever path life takes them. This knowledge will come from many sources, but primarily from the courses and public programming that leverages the Center’s faculty and speakers’ expertise to share with students. The Center’s courses will present the American civic tradition in all of its richness, including the debates (past and present) about the tradition itself: What is in the tradition? Which aspects of the tradition are sound or unsound? Similarly, the Center’s courses, public-facing programming, and especially its student program, will model for students and give them opportunities to acquire and hone the skills necessary for self-governing citizenship. Citizenship lived well in the United States also requires certain dispositions, most prominently civic friendship—treating fellow citizens as friends and not as enemies—and the Center’s activities will identify and help students cultivate them.

Second, over the following five years, Chase will mature into a robust multi-disciplinary academic community of scholars bringing different perspectives who, both as individuals and as a community, will research and publish on civic thought and leadership, and related disciplines. These scholars will come from all disciplines adjacent to citizenship including, but not limited to: law, politics, history, philosophy, economics, English, religious studies, and various hard sciences. The Chase Center will also engage with other disciplines that are not obviously related to citizenship. For instance, the Center is exploring collaboration with theatre to offer productions central to the American civic tradition, such as Joseph Addison’s eighteenth century drama, *Cato*.

Third, Chase will provide both public-facing programming and a robust student program. Chase’s public programming is relatively advanced and gives a flavor for the Center’s mission-in-action. In Spring, 2025, the Chase Center is planning to host three major events. First, it will host the first installment of its Chase Lecture Series, featuring the most important biographer of Salmon P. Chase, [Walter Stahr](#), who will speak on Chase as a model of civic life.¹ Second, the Center will host the first annual Ohio Civics Center Summit, which will bring together civics centers from Ohio’s public and private universities to begin robust collaboration.² Third, the Center is finalizing a *Conversation on Civics Education in Research Universities* with [Johns Hopkins’ President Ron Daniels](#), the author of the important work, [What Universities Owe Democracy](#).

¹ The Chase Lecture Series will continue in the 2025-2026 academic year with speakers who will highlight various aspects of Salmon Chase’s life, such as his work with Abraham Lincoln.

² The Chase Center is also planning to host the first annual national scholarly conference on civic thought and leadership in Fall, 2025.

The Chase Center’s student program will launch in Fall, 2025. The goal of the student program is to invite students into the Center’s dynamic academic community. The Center will do so through multi-tiered engagement with students: ranging from attendance at Center events, to taking Center courses, to participating in the Center’s weekly community events, students will share comradeship with fellow citizens while they learn about America’s civic tradition.

To be clear: in each these three areas, the Chase Center is not duplicating the excellent offerings that currently exist at the University in related areas of inquiry. Instead, Chase’s goal is to complement and collaborate with those efforts. The Center director has met with dozens of administrators, chairs, and faculty to advance these collaborative efforts.

Moreover, in an era of significant pressure on higher education, the Chase Center is a concrete way to respond to this pressure and ensure that OSU continues to have broad-based support to carry out its missions. Data suggests that many Ohioans and Americans have growing mistrust of higher education.³ There are at least three inter-related reasons for growing mistrust of American higher education.⁴ First, many citizens believe that institutions of higher education are being stifled by an increasing culture of ideological conformity, and this conformity has led to classes not offered, questions not asked, and answers not considered. Second, many Ohioans have come to question the value-proposition of higher education. They wonder how their children will receive an education that equips them for the multiple potential careers their children are likely to pursue. Third, Americans of all different perspectives see universities as failing to prepare young Americans for the opportunities and challenges self-government presents in our pluralistic Republic. Many of our young people don’t know our common civic tradition, and they haven’t been invited to dialogue in a civil manner with citizens who have different views.

The Chase Center is a tangible response to these growing concerns and it will enhance OSU’s capacity to secure support and buy-in for its mission of education for citizenship. First, the Chase Center takes focus away from (perceived) ideological conformity and instead focuses on the Center’s mission of “conduct[ing] teaching and research in the historical ideas, traditions, and texts that have shaped the American constitutional order and society.” This is a mission that unites Americans of many backgrounds. Second, Chase will cultivate knowledge and skills that are important to all career paths including the capacity for independent and critical thinking, oral and written communication, and leadership. Third, the Chase Center will equip students with the knowledge, skills, and dispositions that Ohio and America needs in our young people to continue our experiment in republican self-government: knowledge of what we Americans hold in common; skills to debate, discuss, and compromise with our fellow, free and independent citizens; and dispositions of a citizen, including (among many others) civic friendship.

As outlined below, the Center’s goal is to advance its mission with and through existing University structures. To this end, the Center is currently working with the Provost and other University officials, the University Senate, and other University administrators and faculty to outline the means of beneficial cooperation with other units.

B. The Chase Center is Multi-Disciplinary

³ See, e.g., Gallup, *U.S. Confidence in Higher Education Now Closely Divided* (July 8, 2024), available at <https://news.gallup.com/poll/646880/confidence-higher-education-closely-divided.aspx>.

⁴ To be clear, Chase is *not* saying that anyone should agree with any or all of these views. They are, however, the widespread views of Americans of all viewpoints.

As described in more detail in Part II, the Chase Center’s faculty will be multi-disciplinary. This is a necessary product of the Center’s mission, which requires it to teach and research on citizenship in the American Republic. Flourishing citizens need knowledge of law, and history, and politics, and economics, and many other disciplines; they do not need a Ph.D. in any particular discipline. For instance, a citizen will need to know about supply and demand, some basic information about the Federal Reserve, and fundamentals of American economic history, but she would not need to complete an advanced degree in order to thrive as an American citizen.

For this reason, the Chase Center director has already met with dozens of faculty, chairs, and deans to explore possibilities for the Chase Center to enrich and in turn be enriched through partnerships. These partnerships will range from joint faculty hiring to cross-listed courses to co-sponsored programs, and many other possibilities.

The Chase Center’s multi-disciplinary faculty will include faculty whose homes are within other colleges and departments, along with faculty housed in Chase. This collaboration expands the faculty and expertise available to Chase’s students—enhancing Chase’s academic community—while at the same time integrating Chase into the broader OSU community.

C. The Chase Center Complements and Augments—and Collaborates With—Existing Academic Units

The Chase Center’s mission complements and augments that of other academic units. There are two complementary aspects of Chase that enable it to avoid duplication and enhance opportunities for collaboration with other units: first, the Chase Center’s subject matter is American citizenship; and second, the Center approaches its subject matter using a multi-disciplinary lens.

First, the Chase Center is charged with researching and teaching citizenship in the American Republic. Chase’s subject-matter—its focus—is flourishing American citizenship. This is self-government both by individual Americans and also self-government by the United States and Ohio as political communities. What is citizenship? What is republican citizenship? What is American republican citizenship? These, and many related questions, will animate the Chase Center’s teaching and research. While other units, such as law or history or political science, engage citizenship, it is not the singular focus of these disciplines. The Chase Center will serve as a focal point on campus for American citizenship.

Second, the Chase Center employs a purposefully multi-disciplinary approach to its subject of American citizenship. Chase’s faculty will possess expertise from numerous disciplinary perspectives relevant to teaching and researching American citizenship. These include obvious examples such as politics, history, law, philosophy, religious studies, and economics, and less obvious disciplines such as English. This multi-disciplinary approach is necessary to ensure that the Chase academic community has access to the bodies of knowledge relevant to flourishing American citizenship. To take just one of many examples, American citizens should have read and become familiar with key documents in the American civic tradition, including (but of course not limited to) the Declaration of Independence, the Constitution, the Gettysburg Address, and the Letter from Birmingham Jail. The Chase Center’s faculty will engage with these documents from their many disciplinary perspectives. One could imagine faculty from political science, history, philosophy, law, and English, among others, teaching and researching these documents in mutually enriching ways.

When you put these two characteristics together, you see a unit that is engaged in academic activities that complement those of other academic units and creates a center of gravity to pull together multi-disciplinary programming around American citizenship. The Chase Center's multi-disciplinary citizenship-focused teaching and research does not duplicate, for example, the good work of the College of Law. Yet, Chase's multi-disciplinary citizenship-focus enables it to partner with the College of Law (and other disciplines) because citizenship encompasses so many bodies of knowledge. Furthermore, Chase will have faculty from numerous disciplines, which builds natural bridges to those units and invites collaboration.

II. FACULTY

A. Chase Center Faculty

The Chase Center's faculty will be the core of the diverse Chase academic community, and they will be comprised of two groups. First will be Chase Faculty Fellows. These are OSU faculty from other departments who wish to partner with the Center to, for example, offer a course, host a program, or engage in research and scholarship. The Center has already begun conversations with faculty, and extends an open invitation to faculty to initiate conversations.

Second will be Chase tenure-track faculty. The Chase Center will be a tenure-initiating unit because the law states that the Center has "the authority to house tenure-track faculty who hold their appointments within the center." ORC § 3335.39(B). These will be faculty from a variety of disciplinary backgrounds and levels of seniority, hired over the course of the following two years. Some of these faculty may be joint-appointments with other units. Such conversations are in progress. The Chase Center will utilize a committee of faculty from a variety of disciplines to hire its tenure-track faculty.

There are two key criteria for all Chase Center faculty: first, how have and will the faculty member support the Center's mission to teach and research on the American civic tradition?; and second, will the faculty member's research and scholarship achieve the highest standards of scholarly excellence in that member's discipline? There is no ideological litmus test; indeed, the Center's focus on America's common civic tradition has and will attract faculty from the broad range of American viewpoints. Faculty, both tenure-track and fellows, will come from a variety of disciplines, especially those that bear directly on civic thought and leadership.

The Center will also hire postdocs and visiting assistant professors. These faculty will receive the opportunity to pursue their scholarship, and while in residence they will enhance Chase's intellectual community through teaching, presentation of scholarship, and participation in the student program.

At the other end of the career spectrum, the Center plans to host senior eminent scholars to offer courses, give public lectures, and generally to enrich the Center's academic community. These visits may occur anywhere from a short period of time to a year.

B. Faculty Interest Partnering with the Chase Center

The Chase Center director has met with dozens of existing faculty inviting them to consider ways they may wish to partner with the Chase Center. It could be through offering a class, hosting an event, or participating in student programing. The Center is also going to ask faculty to participate in the Center's faculty hiring. These conversations have been fruitful and are ongoing. Attached are letters from deans, chairs, program directors, and faculty, expressing their support for the Chase Center.

C. Student and Staff Involvement in the Chase Center

Students are *the* key focus of the Chase Center. It is charged with teaching, educating, instructing, and equipping students for citizenship. ORC § 3335.39. The Center will invite students to be part of its robust intellectual community through courses, public events, and especially through its student program. This student program will have multiple tiers of engagement that meet varying student expectations. At its most robust, students will be Chase Scholars who will take the Center's core courses, join the Center's regularly-offered student-focused programming, receive guidance from a faculty mentor, and partake in the study abroad opportunity.

The Chase Center's courses, its public programming, and its student program events will typically be open to staff who are likewise invited to become members of the Chase academic community.

III. ADMINISTRATION

A. Chase Center Executive Director

The Chase Center is led by its inaugural Executive Director, [Professor Lee J. Strang](#), a twenty-year veteran of higher ed. Professor Strang was selected by the President after an extensive nation-wide search by the [Center's Academic Council](#). Professor Strang is a nationally recognized legal scholar who has published [dozens of articles](#) in leading journals in the fields of constitutional law and interpretation, property law, and religion and the First Amendment. He co-edits the textbook *Federal Constitutional Law*, and [his most recent book](#), *Originalism's Promise: A Natural Law Account of the American Constitution*, is the first book-length natural law justification for originalism. He currently is writing on civic thought and leadership, and he is finalizing a book on the history of American Catholic legal education (with John M. Breen). Prior to leading the Chase Center, he was the inaugural director of the [Institute of American Constitutional Thought & Leadership](#).

The Executive Director is currently hiring the Center's administrative team. The Chase Center administrative team will initially consist of an associate director, up to two assistant directors, a project manager, and an executive assistant. The associate director will be a mid-to-senior career, tenured scholar, who will primarily administer, and also teach and research and write. The associate director will work closely with the executive director on all aspects of the Center's administration. The assistant director will be a non-tenure track faculty member with a terminal degree, who will primarily administer, and also teach and research and write. The assistant director will report to the associate director and have as a portfolio one or more key aspects of the Center's activities, such as public-facing programming, curriculum, or student programming. The project manager will be a high-level staff person who will oversee and implement various aspects of the Center. The associate director will be hired through a process that includes a faculty committee. Over time, as the Center matures, its administrative team will also evolve.

B. Chase Center Executive Director Responsibilities

The Chase Center Executive Director is responsible for the faithful implementation of Chase's mission. The Center is required to offer courses, hire faculty and staff, engage in research and scholarship, provide public-facing programming, and host a robust, multi-tiered, student

program, and Professor Strang will guide these activities. As the Chase Center hires its administrative team, it will assist the Executive Director carrying out the Center's mission.

Professor Strang has proven himself a thoughtful steward of the Center's mission. At OSU, Professor Strang meets on a weekly basis with an advisory group that includes Trevor Brown (Dean of the John Glenn College of Public Affairs), Ben Kanzig (Associate Vice President for Government Affairs), Brandon Lester (Senior Associate General Counsel), and Randy Smith (Vice Provost for Academic Programs). This group has been meeting for over a year with the goal to launch the Chase Center to be a valuable asset to the OSU community and meet the requirements of the Chase Center's enabling legislation. Professor Strang also meets on a monthly basis with a group of faculty, the Chase Faculty Advisory Committee.⁵ This group includes faculty from a variety of disciplines adjacent to civic thought and leadership, such as political science, philosophy, economics, and history, who receive updates from Professor Strang and share their counsel with him. Professor Strang is also in regular communication with the Provost to give updates and receive guidance. In short, Professor Strang has invested in and is supportive of collaborative implementation of the Center's mission.

Prior to leading the Chase Center, Professor Strang directed the [Institute of American Constitutional Thought & Leadership](#). A perusal of the Institute's website shows that its courses, faculty, public programming, and student program are a fair and even-handed implementation of the Institute's mission, one that Americans of all viewpoints can support.

C. Chase Center Oversight Committee

The Chase Center oversight committee will be a valuable addition to the Chase Center. It will provide relationships between the Chase Center and other academic units, its members will contribute to and participate in the Center's intellectual life, and the committee will consult regularly with the Director to provide feedback and guidance.

As noted, Professor Strang has met with dozens of faculty, chairs, administrators, and students. One of the goals of these meetings is to engage potential members of the Center's oversight committee. These meetings have been very productive and in a variety of ways. The Chase Center will finalize its oversight committee in the Spring, 2025, semester.

The Chase Center also has an Academic Council.⁶ The Council was appointed by the Board of Trustees and includes scholars of national reputation from universities around the country, including OSU. The Council has informed the Chase Center that it wishes to continue in an advisory capacity and be an asset for Chase. The Chase Center will meet with the Council at least twice a year to describe its progress, opportunities, plans, and obstacles to achieving the Center's mission.

D. Chase Center Executive Director Reports to the Provost and President

⁵ The Committee's membership includes: Mike Abito, Sarah Cole, Jared Gardner, Peter Hahn, Winston Thompson, and Sara Watson.

⁶ The Council's members are: Robert P. George (Princeton University); Vladimir Kogan (The Ohio State University); Lucas Morel (Washington and Lee University); Colleen Sheehan (Arizona State University); Bradley Smith (Capital University); David Van Slyke (Syracuse University); and Jean Yarbrough (Bowdoin University).

In addition to the formal and informal reporting and advising, described above, the Executive Director reports the Provost and President. The Executive Director meets with the Provost to provide updates and receive guidance.

E. The Chase Center's Bylaws

The Chase Center will finalize its bylaws before the beginning of the 2025-2026 academic year. These bylaws will describe the Center's organization and its operations. The bylaws will govern the Center's administration, its faculty, and its students. They will also include a variety of key policies on financial and academic matters.

The Center's bylaws are legally required to highlight the core of the Center's mission:

- (a) Educate students by means of free, open, and rigorous intellectual inquiry to seek the truth;
- (b) Affirm its duty to equip students with the skills, habits, and dispositions of mind they need to reach their own informed conclusions on matters of social and political importance;
- (c) Affirm the value of intellectual diversity in higher education and aspire to enhance the intellectual diversity of the university; [and]
- (d) Affirm a commitment to create a community dedicated to an ethic of civil and free inquiry, which respects the intellectual freedom of each member, supports individual capacities for growth, and welcomes the differences of opinion that shall naturally exist in a public university community.

ORC § 3335.39(A)(2). The Center will develop its bylaws over the course of the current academic year, as it grows and learns.

IV. BUDGET AND FINANCING

The Chase Center, like other OSU academic units, has three key sources of revenue. First, the Chase Center receives support from Ohio. The Chase Center has received \$5 million per year for the current and prior fiscal years. Given the high degree of support for the Chase Center and similar centers, Ohio's support is very likely to continue and is likely to increase over time. Second, the Chase Center will receive tuition revenue from students taking its courses. The Center will offer its first handful of courses in Fall, 2025, and then grow course offerings over time. Third, the Chase Center has begun to cultivate support from donors. Indeed, Chase already received its first donation. And Chase has already received grants to support its programming. There are numerous alumni, foundations, and other potential supporters who have expressed interest in the Chase Center's mission, and the Center is working with the development office to foster relationships with these and other potential supporters.

During its first year of operation, the Chase Center did not expend any of its resources. During its second year of operation, it expects to spend approximately eight-hundred thousand dollars. At the end of this academic year, therefore, Chase will have over \$9 million in reserves.

Chase's expenses are anticipated to grow beginning with the 2025-2026 academic year as it hires faculty. Chase will have approximately fifteen employees, including approximately ten tenure-track faculty. The Chase Center is currently evaluating un-utilized space on campus and is

likely to occupy such space by Fall, 2025. The Center has budgeted \$100,000 each for its public programming and its student program. It will also have one-time costs to purchase furniture and office equipment.

The Chase Center is committed to living within its means. It is working tirelessly to identify and grow revenue to support its mission. The experience of sister centers around the country shows that these civics centers receive significant support from both internal and external constituencies, and that they have the resources necessary to carry out their mission. Indeed, they tend to attract substantial monetary support.

V. EVALUATIVE CRITERIA AND BENCHMARKS

The Chase Center’s mission requires it to perform three concrete duties: (1) offer classes; (2) hire faculty; and (3) provide public and student programming. By the conclusion of the 2025-2026 academic year, the Chase Center will have: (1) offered approximately ten courses on civic thought and leadership; (2) hired approximately ten tenure-track faculty and partnered with approximately five faculty fellows; and (3) offered approximately nine public facing events and launched its multi-tiered student program.

More prosaically, the Center is tasked with creating an academic community of faculty and students that conducts “teaching and research in the historical ideas, traditions, and texts that have shaped the American constitutional order and society.” The focal case of this is faculty and students together engaged in the common, coordinated project of teaching and researching the American civic tradition. This will be evidenced by the civic knowledge gained, the civil conversations pursued, and the civic friendships shared.

The Chase Center will report annually the Board of Trustees and the General Assembly and “provide a full account of the center’s achievements, opportunities, challenges, and obstacles in the development of [the center].” ORC § 3335.39(F).

VI. SUPPORTING MATERIALS

A. Temporary Center Status Proposal

B. Internal Letters of Support for Chase Center Permanent Center Status

- i. Kent Barnett, Dean and J. Gilbert Reese Chair in Contract Law, Moritz College of Law
- ii. Douglas Berman, Newton D. Baker-Baker & Hostetler Chair in Law; Executive Director of the Drug Enforcement and Policy Center, Moritz College of Law
- iii. Trevor Brown, Dean, John Glenn College of Public Affairs
- iv. Ange-Marie Hancock, Executive Director, Kiran Institute for the Study of Race and Ethnicity and ENGIE-Axium Endowed Professor of Political Science
- v. Vladimir Kogan, Professor, Department of Political Science, and Director of Undergraduate Studies
- vi. Stéphane Lavertu, Professor, John Glenn College of Public Affairs
- vii. Scott Levi, Professor and Chair, Department of History
- viii. Alan C. Michaels, Dean Emeritus and Edwin M. Cooperman Chair in Law, Moritz College of Law

- ix. Michael A. Neblo, Professor, Department of Political Science, Director of the Institute for Democratic Engagement and Accountability, Professor (by courtesy) of Philosophy, Communication, and Public Policy
- x. Winston C. Thompson, Associate Professor, Educational Studies, College of Education and Human Ecology, Associate Professor of Philosophy (by courtesy), and CEHV Director-elect
- xi. Piers Norris Turner, Associate Professor, Department of Philosophy, PPE Coordinator, and Director, Center for Ethics and Human Values
- xii. E.J. Westlake, Chair and Professor of Theatre, Film, and Media Arts, Department of Theatre, Film, and Media Arts

C. External Letters of Support for Chase Center Permanent Center Status

- i. Jed Atkins, Director, Dean, and Professor of Civic Life and Leadership, School of Civic Life and Leadership at the University of North Carolina at Chapel Hill
- ii. Paul Carrese, founding Director and Professor, School of Civic and Economic Thought and Leaders at Arizona State University
- iii. Justin Dyer, Dean of the School of Civic Leadership at the University of Texas

* * *

The Salmon P. Chase Center for Civics, Culture, and Society is new, but its mission is as old as The Ohio State University. After the Civil War, Ohio, like the rest of the nation, faced the twin challenges of deep division and a lack of knowledge of what Ohioans had in common. In the late-nineteenth century, Ohio had to face deep disagreement caused by political and religious differences, along with tremendous waves of immigration that brought to Ohio people who looked, talked, and believed differently than existing Ohioans, and these new Americans lacked knowledge about America's unique civic tradition. A key part of Ohio's answer to this division and lack of knowledge was to create, fund, and grow what was then known as the Ohio Agriculture and Mechanical College.

Today, Ohio, like the rest of the United States, faces those same problems of polarization and loss of what we Americans share in common. These problems are threats to a country like ours, where people are not united by blood, or religion, or language. Instead, Americans are united by our common civic tradition. The Chase Center is one part of Ohio's answer to this new . . . and old problem. Your approval of the Center's application for permanent center status will help the Center achieve its important mission of cultivating flourishing citizens.

November 4, 2024

Council on Academic Affairs
The Ohio State University
University Square South
15 E. 15th Avenue,
Columbus, OH 43210

RE: Support for Salmon P. Chase Center and Permanent University Status

Dear Council Members:

I offer this letter in strong support of the Salmon P. Chase Center for Civics, Culture, and Society's proposal for permanent university center status.

Professor Strang is the Chase Center's inaugural executive director. He is a member of the Moritz College of Law faculty, and he has demonstrated a deep personal commitment to research and scholarship. It may be valuable for me to spend a moment describing Professor Strang's qualifications as a scholar for colleagues of different disciplines. He has demonstrated his commitment to excellence in research through cutting-edge scholarship on a number of related subjects including constitutional law, law and religion, the history of legal education, and property law. He has published over thirty-five articles and essays, three book chapters, and ten book reviews, in addition to his unique, multi-volume constitutional law casebook, *Federal Constitutional Law* (Carolina Academic Press), which is now in its third edition and adopted by faculty around the nation including at Harvard Law School. He published *Originalism's Promise: A Natural Law Account of the American Constitution* (Cambridge University Press, 2019). He recently convened the first symposium on common good constitutionalism at Harvard Law School, featuring leading scholars from around the world. He is finalizing a book manuscript on the history of Catholic legal education (with Professor John M. Breen), which was already the subject of a symposium hosted by St. John's University School of Law.

I am confident that, with Professor Strang at its helm, the Chase Center will hire scholars who enhance OSU's research mission because he is passionate about the scholarly vocation. Professor Strang's work has been published in leading forums including Cambridge University Press, the *Southern California Law Review*, the *Notre Dame Law Review*, *Constitutional Commentary*, and the *Fordham Law Review*. His scholarship has been cited by the United States Supreme Court, federal and state courts, and the most well-respected scholars in his fields. He has presented his scholarship at over 300 conferences, symposia, colloquia, panels, workshops, lectures, and debates.

I had the opportunity to meet with Professor Strang during his interview process. We discussed his plans for the Chase Center. It was clear to me then and has since been confirmed that Professor Strang wanted the Chase Center to become an asset to Ohio State's students and faculty. He explained that the Chase Center would create an academic community that would research and teach about citizenship in the United States. For instance, the Center would provide classes that conveyed knowledge about America's civic tradition and permitted heterodox approaches to the material. He indicated that one of his goals was to work closely with existing academic units, like the College of Law. Indeed, he confirmed in discussion with the law school faculty that he and the center are committed to an inclusive hiring process with participation of the units to ensure students encounter a panoply of viewpoints.

Since coming to Ohio State in late August, Professor Strang is making good on his plans. I'll note two examples. Professor Strang presented to the entire law faculty about his vision for the Chase Center, and I heard from numerous faculty that it was an attractive vision. Second and related, a number of law faculty have met with Professor Strang about partnerships with the Chase Center. These relationships are at different stages of development. But one of them is already moving forward: the first national symposium on the topic of Originalism and Criminal Justice, co-sponsored by Moritz's Drug Enforcement and Policy Center and the Chase Center. This symposium will be good for Moritz, our faculty, OSU's research profile, and for our entire justice system.

The Chase Center will lead to many more valuable contribution and collaboration, and for this reason I strongly support its permanent center proposal.

Sincerely,

A handwritten signature in cursive script that reads "Kent H. Barnett".

Kent Barnett
Dean | Moritz College of Law

The Menard Family Suite
453 Drinko Hall
55 W. 12th Avenue
Columbus, Ohio 43210-1391

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November 12, 2024

Vice Provost W. Randy Smith
Council on Academic Affairs
Office of Academic Affairs
University Square South
15 E. 15th Ave.
Columbus, OH 43201

Dear Provost Smith,

The Salmon P. Chase Center for Civics, Culture, and Society has applied for permanent university center status. I write to convey my wholehearted support for the Chase Center's application.

I am the Newton D. Baker—Baker & Hostetler Chair in Law at the Moritz College of Law, where I have been teaching for nearly three decades. Though our areas of expertise are different, I know that Professor Strang is a leading scholar of originalist constitutional interpretation. I was delighted he joined our faculty not only because of his record of scholarly excellence, but also because his expertise adds considerable value to our students and adds depth to our faculty. And I see extraordinary benefits flowing to the entire University community from Professor Strang's work through the development of the Chase Center.

I can detail here one already developing benefit from an opportunity to work with Professor Strang and the Chase Center. As you may recall, earlier this Fall, Professor Strang, along with Dean Trevor Brown, presented to the College of Law faculty about the Chase Center; during his remarks Professor Strang invited the faculty to connect with him about collaborating with the Chase Center. Immediately after that meeting, Professor Strang and I spoke, and we then set up a meeting to discuss a partnership between the Drug Enforcement and Policy Center, which I direct, and the Chase Center.



We met in October, along with my Center's Administrative Director, Jana Hrdinova, to discuss, among other things, a joint symposium on originalism and criminal law and procedure. Generally speaking, scholars who write about originalism as a methodology for constitutional interpretation do not focus on criminal law and procedure, and vice-versa. Therefore, we are planning what will be the first scholarly conference to focus on originalist interpretations of the Constitution's criminal law and procedure provisions. We expect to invite leading jurists and scholars from around the country who specialize in — and are critical of — originalist interpretations of the Constitution and applications to criminal law and procedure.

The Chase Center is contributing essential logistical support and resources, and most importantly ideas and expertise, all of which will complement and advance the work of the Drug Enforcement and Policy Center. This conference and the publications that will come out of it will be a huge benefit to the legal profession and courts. It will also definitely increase the research profile of OSU.

In this way, I have already seen first-hand that the Chase Center is a value-added to OSU. And I expect that our partnership is to be just one of many productive partnerships between the Chase Center and other units on campus. Permanent center status will ensure that these partnerships multiply for the betterment of our students, faculty, and the broader community.

Sincerely,

Douglas A. Berman
Newton D. Baker—Baker & Hostetler Chair in Law
Moritz College of Law at The Ohio State University



THE OHIO STATE UNIVERSITY

Council on Academic Affairs
The Ohio State University
Columbus, OH 43210

December 4, 2024

Dear Council on Academic Affairs,

I write to support the proposal to provide permanent center status to the Salmon P. Chase Center for Civics, Culture, and Society at the Ohio State University.

I have been deeply involved in the development of the center as the legislation mandating the creation of the center specifies that it will be physically located in the Glenn College. In addition, the proposed mission of the center – particularly the focus on civics, civic leadership, and an understanding of America’s democratic founding and tradition – overlap with the mission of the Glenn College, namely to “inspire citizenship and develop leadership.”

With the passage of the legislation in the summer of 2023, I partnered with Randy Smith (Vice Provost for Academic Affairs), Brandon Lester (Office of Legal Affairs), and Ben Kanzeg (Office of Government Relations) to ensure that the university adhered to the letter and spirit of the law while also aligning the center with university processes. Our first formal step was to bring forward a proposal for temporary center status for the Chase Center to CAA in the fall of 2023. Simultaneously, Vice Provost Smith and I organized an academic advisory committee made up of faculty from the disciplines most likely to interact with the Chase Center and faculty in leadership roles in the university’s shared governance bodies. This committee has met monthly over the academic year to provide input and guidance on developing and launching the center. One of the main tasks this committee conducted was to develop a “map” of all the curricula and programming in the civics and civic leadership domain here at OSU. I have also worked with Vice Provost Smith to inform various stakeholder groups about the Chase Center and our developmental process (e.g., Council of Deans, Board of Trustees, OAA leadership). More recently, I have helped onboard the Chase Center’s inaugural executive director, Professor Lee Strang.



A guiding principle throughout this process has been to ensure that the Chase Center is of the highest academic caliber that complements the existing civics and civic leadership offerings here at Ohio State. The process we have undertaken over these past 18 months has laid the groundwork for such an outcome. The hire of Professor Strang, a nationally recognized constitutional law scholar who has successfully established and run a comparable center at another Ohio university, is the best evidence of this commitment to academic quality. Perhaps more importantly, Professor Strang has taken a highly collaborative approach in developing his vision for the center and is working to ensure that the center aligns to university processes, complements existing offerings, and positions Ohio State to be a national leader in civics education.

I support Professor Strang's center proposal and look forward to finding ways for the Glenn College to work collaboratively with the center to advance civics and civic leadership at Ohio State.

Sincerely,

Trevor Brown
Dean



November 4, 2024

Vice Provost W. Randy Smith
Council on Academic Affairs
Office of Academic Affairs
University Square South
15 E. 15th Ave.
Columbus, OH 43201

Dear Vice Provost Smith:

I write in my capacity as ENGIE-Axium Endowed Professor of Political Science to provide my full support for the establishment of the Salmon P. Chase Center for Civics, Culture, and Society here at The Ohio State University. The purpose of the Chase Center is to offer undergraduate and graduate teaching and conduct research on the historical ideas, traditions, and texts associated with the American constitutional order. As I explain below, I am confident that the proposed permanent center, led by its new Executive Director, Professor Lee J. Strang, will operate in the spirit intended by the Ohio legislative history that guided its creation. In short, the Chase Center will:

- Educate students through free, open, and rigorous intellectual inquiry to seek the truth;
- Equip students with the skills, habits, and dispositions of mind needed to reach their informed conclusions on matters of social importance;
- Affirm the value of intellectual diversity in higher education;
- Aspire to enhance the intellectual diversity of the university; and,
- Affirm a commitment to create a community dedicated to an ethic of civil and free inquiry.

In my capacity as Executive Director of the Kirwan Institute for the Study of Race and Ethnicity I had the pleasure of working with Director Strang in his previous role at the University of Toledo's Institute for American Constitutional Thought and Leadership. In that short time as a campus visitor for an event I recognized his efforts to curate and foster a collegial and rigorous culture of intellectual exchange, efforts that remain all too rare in higher education at the present moment.

As a faculty member affiliated with the John Glenn College of Public Affairs, I am also committed to the mission laid out by our dean, Trevor W. Brown, to serve as a model in public higher education for producing democratic citizens and public and nonprofit leaders, and creating, translating, and applying research that serves the public interest across the State of Ohio and the nation. With this letter I want to affirm my belief that the Chase Center will be a significant part of achieving that mission in the years to come. While the Kirwan Institute is not situated in the Glenn College nor does it aspire to offer undergraduate and graduate teaching in addition to its research, we are open to considering future collaborations with the Chase Center as they might arise going forward.



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It is therefore without hesitation that I support the establishment of a permanent Salmon P. Chase Center for Civics, Culture and Society within the John Glenn College of Public Affairs here at The Ohio State University. The Kirwan Institute's mission is broad-minded enough to welcome opportunities for all community members to engage in thoughtful and respectful dialogue in the spirit of the university's motto, "Education for citizenship."

Should you have any questions, please do not hesitate to reach out for additional details.

Sincerely,

Dr. Ange-Marie Hancock
Executive Director, Kirwan Institute for the Study of Race and Ethnicity
ENGIE-Axium Endowed Professor of Political Science
The Ohio State University

cc: Wendy Smooth, Senior Vice Provost for Inclusive Excellence



October 26, 2024

Council on Academic Affairs
The Ohio State University
University Square South
15 E. 15th Avenue
Columbus, OH 43201.

Dear Council on Academic Affairs Members,

I'm writing to offer my enthusiastic support for the Chase Center securing permanent university center status. In this letter, I'll briefly — or, at least as briefly as I can — summarize why I'm so enthusiastic about the Chase Center, its founding Executive Director, Prof. Lee Strang, and this proposal. The Chase Center promises to fill an essential but unmet need by bringing together diverse perspectives on the topic of American citizenship and by helping promote civil and constructive dialogue on important topics of public concern at a very difficult time for our democracy. I'll speak to this need, and why I think the Chase Center will play an important and positive role in filling it, based on my own experiences as the Director of Undergraduate Studies in the Department of Political Science over the past five years; an original member of the Arts and Sciences Curriculum Committee (ASCC) charged with approving courses for the new General Education citizenship theme; and most recently as a member of the Chase Center Academic Council.

Founding of the Chase Center

It was with some trepidation that I agreed to serve on the Academic Council charged with finding the Chase Center's inaugural director. The center was created through legislation at a time of increasing partisan discord about the state of higher education in the United States, and the search committee charged with hiring the director — the Academic Council — was structured to have only one internal Ohio State member. Both developments created considerable distrust and skepticism among my colleagues, to say the least. When I began my service on the Academic Council, one of my main priorities was to ensure that the founding Executive Director would be someone who would address the natural skepticism and concerns of various stakeholders at the university,

while staying true to the vision of the center laid out in the legislation and the charge given to us by the Board of Trustees.

In particular, my top priorities were identifying an Executive Director who (1) was a world-class scholar that would command the respect of fellow academics (rather than a political hack); (2) would approach the position with a truly nonpartisan perspective and welcome a diverse set of viewpoints (instead of pushing a narrow ideological agenda); and (3) embrace collaboration with existing initiatives and programs at Ohio State and build on our many strengths (instead of trying to reinvent the wheel or create a siloed organization completely disconnected from the rest of the university).

I was incredibly excited when Prof. Strang applied for the position, as he exemplified exactly these qualities through his work building a similar center at the University of Toledo and his experience chairing the Ohio Advisory Committee of the U.S. Commission on Civil Rights, a bipartisan and intellectually diverse body. I was thrilled when Prof. Strang was chosen unanimously by the Academic Council in our recommendation to President Carter. We could not ask for a better founding Executive Director!

Filling a Big Need

The legislation that created the Chase Center charges it with a multidimensional mission that includes: (1) providing instruction on the books and major debates that form the intellectual foundation of free societies (especially America); (2) helping students understand the principles, ideals, and institutions of the American constitutional order; (3) developing foundations of responsible leadership and informed citizenship; (4) offering programming related to the values of free speech and civil discourse; and (5) expanding the intellectual diversity of the university's academic community.

I'm embarrassed to admit that I was quite late to recognizing that existing programs and offerings at Ohio State have not fully met many of these needs. Looking back, two events stand out in demonstrating the relatively narrow range of ideas and perspectives around these ideas that were available at our university until recently.

The first was an e-mail sent by our department staff person to faculty in April 2016. A group of OSU undergraduates had registered a new organization called "Students for Trump," to support Donald Trump's candidacy for the presidency. Despite completing all of the formal requirements to form a student organization and registering with the university, the group was stuck in bureaucratic limbo because they could not find a faculty member who would be willing to serve as the group's advisor, as is required under university policy. In desperation, they had reached out to our department, given our substantive focus, with the hope that someone would volunteer. At the time, I didn't think much about it, although in retrospect it should've seemed odd that a group supporting a

presidential candidate who would carry our state by more than eight points couldn't find a single faculty member willing to serve as its formal advisor. (Note that supporting candidate Trump was not a prerequisite and advising the group did not connote such support.)

The second was an experience I had teaching a class in fall 2020. The class is called Law and Politics and focuses on election law — the legal rules and related Supreme Court precedents surrounding elections. It was, as we all remember, a particularly fraught time, and running an election amidst the pandemic raised important new legal questions, as did the dramatic increase in mail voting. We addressed these issues in our class and spent considerable time discussing the efforts by then-President Trump to sow doubt about the security of mail voting and the prevalence of fraud in U.S. elections. Although the class was on Zoom (as we exceeded the 50-person limit for holding in person classes that semester) and I thought the quality of the discussion was quite excellent and nuanced, a student attended my (virtual) office hours one evening and confided that he had felt considerable discomfort. As a Republican — and one, he hastened to add, who was not a Trump supporter — he did not feel comfortable speaking up during our discussions out of fear of stigma that “coming out” in this way would generate.

I was distressed to learn about this student's experience, and in the years since, have become much more sensitive to similar concerns from other students. For example, every spring graduating seniors complete a survey about their time at the university and near the end, they are asked to provide an open-ended response to “share any positive or negative feedback you might have regarding your Arts and Sciences major.” I review these surveys as part of my responsibility of completing our program's annual assessment report, and in my first few years as the Director of Undergraduate Studies, a common theme in the negative feedback was about the lack of racial, ethnic, and gender diversity among our faculty. Over time, however, a growing number of comments have focused on ideological diversity and lack of support for discussion open to different viewpoints. I'll provide a few actual examples from the student comments I have seen on the survey:

- “I found that a few professors in the political science department are more biased than necessary. I felt that this was sometimes quite inappropriate, especially when teaching a subject such as political science.”
- “Sometimes it was very difficult to feel included in our classroom environments (even prior to Covid). I have often felt that my ideas and questions were not supported or taken seriously by a few professors, and advisors.”

- “Professors must continue to advance the notion that universities are forums of free discussion.”
- “Overwhelming bias in certain political science courses by professors. Some professors such as [Name Redacted] in PS are very good at making a classroom be a neutral environment for some students and others seem to embrace or encourage political bias in the liberal side of the political spectrum and this hurts the quality of the course, department, and university as a whole.”

Of course, I don't want to overstate the magnitude of the problem, and I'm generally inclined to take all anonymous comments with a grain of salt, to avoid over-indexing on the most vocal and outspoken students. Such critical comments are still rare, and positive feedback is much more common than negative feedback. But these comments have further driven home to me the need for more intellectual diversity among the faculty in the social sciences and the demand for programs and venues that allow reasonable people with good-faith disagreements to come together to have civil conversations about salient political and policy issues in a way that builds mutual understanding and respect. The need for such programming is particularly pressing in light of growing affective polarization and reliance on social media as our primary source of political news, which seems designed to only enflame passions and exacerbate conflict. I'm confident the Chase Center is well-positioned to fill this need.

The final experience that informs my perspective for why the Chase Center promises to address a gap in our curricular offerings is my three years on the ASCC. During this period, we met every other week and reviewed up to 15 new course proposals at each meeting as the university was getting ready to roll out the new General Education program in fall 2022. Our committee was initially charged with reviewing *all* of the theme courses, although most of the proposals we saw were targeting the citizenship theme.¹

During my time on the committee, we reviewed and approved literally dozens of citizenship course (almost certainly more than one hundred) — ranging from “Sociology of Immigration” and “Application of Ethical Decision Making in Health Care” to classes on the “Art and Politics of Hip Hop” and “Intellectual and Social Movements in the Muslim World.” There was even a fascinating film studies course that used Bollywood cinema to understand Indian society, developed by a fellow member of our curriculum committee.

All of the courses we approved were appropriate for the citizenship theme, and a few were truly outstanding. Yet I can't recall seeing a single course focused primarily on the

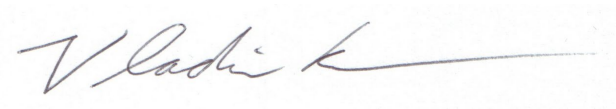
¹ Later, as new theme categories were created, the committee was split into two separate theme committees.

founding “principles and ideals” of American democracy — both what they are and the extent to which we as a society have lived up to them.² With our political institutions and norms under incredible strain, it seems we need to do much more to actively help students develop greater understanding and appreciation for our country’s founding ideals and aspirations and to ensure that, upon graduation, they are prepared to play an active and constructive role as citizens in our democracy. Again, I believe the Chase Center is well-positioned to contribute to this effort.

•••

To conclude, I’ll return to where I started: Ohio State is a world class university, and we have a number of permanent centers and institutes working generally in the area of American civic life. These include the Kirwan Institute for the Study of Race & Ethnicity, the Humanities Institute, the Center for Ethics and Human Values, and Institute for Democratic Engagement & Accountability. The Chase Center promises to be a great addition to this list, complementing the scholarly and teaching offerings from these units and expanding the range of perspectives on many of the difficult questions that these units tackle. It will help us live up to the promise we make in our university motto — providing students Education for Citizenship.

Sincerely,

A handwritten signature in cursive script, appearing to read "Vladimir Kogan", written in dark ink on a light-colored background.

Vladimir Kogan, Professor

² We did approve several courses, including from our department, focused on the “institutions” of American government.



November 7, 2024

Council on Academic Affairs
The Ohio State University
University Square South
15 E. 15th Avenue
Columbus, OH 43201

Dear Council Members:

I write in support of the Salmon P. Chase Center for Civics, Culture, and Society's proposal for permanent university center status. The Chase Center will contribute to our university in critical ways. Most centrally, the Chase Center's mission is to 1) offer courses and programming on civil discourse and 2) support free and open inquiry. Both are needed if The Ohio State University is to fulfill its land-grant mission and meet the needs of the State of Ohio and its citizens.

Most of us agree that civil discourse is in short supply in the United States, and U.S. higher education has done a poor job of promoting it. Indeed, some of the most egregious examples of *uncivil* discourse come from university campuses, as students have shouted down speakers and revealed in surveys that they are less inclined to engage in constructive dialogue with those with whom they disagree. This secular trend has permeated Ohio State as well, and it directly affects the quality of intellectual pursuits on campus. Open inquiry and exchange are essential to OSU's mission to create knowledge and its land grant mission to educate for citizenship. Without the freedom to investigate, articulate, criticize, and revise research conclusions, Ohio State's research and teaching languish, and the downstream consequences for democracy are serious. Citizenship in a country like ours, one characterized by pluralism, requires that citizens accommodate their fellow citizens' search for and articulation of the truth, even when they disagree.

The Chase Center will support our students and future citizens through courses on civil discourse, and it will enrich our community with public programs that both teach about and model it. The center will also support robust intellectual inquiry and exchange. It will host talks on the value of free and open inquiry, and it will create an academic community in which faculty and students are encouraged to debate and discuss ideas openly. The faculty the center hires will practice open intellectual inquiry and exchange in their scholarship and courses. Importantly, as a center, it would be a relatively enduring Ohio State institution—one that can help ensure that we do not take our eyes off the ball.

It should go without saying that many (hopefully most) of Ohio State's colleges, departments, programs, and individual faculty both promote civil discourse and support free and open inquiry. The Chase Center will add to and cooperate with these laudable existing efforts. The Chase Center recently demonstrated this approach when it co-sponsored, with the Institute for Democratic Engagement and Accountability, a program the night before the election on healthy and productive ways for citizens of all perspectives to live well together the day after the election. The Chase Center's participation added



THE OHIO STATE UNIVERSITY

credibility and valuable ideas to the event. Establishing the Chase Center would not undermine Ohio State's existing efforts—it would enhance them.

I anticipate that the Chase Center will work closely with my own college, the John Glenn College of Public Affairs, on these and other projects. Both Glenn and Chase focus their efforts on citizenship and leadership. As Professor Strang's next-door neighbor in Page Hall, I have had lots of discussions about these and other forms of cooperation. I am excited to see what the future holds.

I hope this letter conveys my strong support for the Chase Center's proposal.

Sincerely,

Stéphane Lavertu
Professor
John Glenn College of Public Affairs
The Ohio State University
lavertu.1@osu.edu; 216-659-0090 (cell)



November 8, 2024

Council on Academic Affairs
The Ohio State University
University Square South
15 E. 15th Ave.
Columbus, OH 43201

Dear colleagues:

The Salmon P. Chase Center for Civics, Culture, and Society has submitted a proposal for permanent university center status. I am writing in support of that proposal.

I first learned of the Chase Center over a year ago, as it was brought to my attention in my role as the chair of the Department of History. At that time, the creation of this new center raised several concerns, the most important of which is how the Chase Center's mission and activities might affect my department. For instance, would the Center seek to develop its own U.S. history curriculum? Would that curriculum compete with the curriculum that my department offers? Most importantly, what are the budgetary implications for my unit?

Following his appointment as Director of the Chase Center, I met with Professor Strang in mid-August. He had reached out to me before his official start date to learn about the History Department's course offerings and he indicated that he did not want the Chase Center to replicate what we were offering. We discussed the department's goals and needs. He shared his preliminary thoughts on how the Chase Center would offer programming and courses focused on civic thought and leadership. He offered assurances that the faculty the Chase would hire would be accomplished scholars who raise OSU's research profile. He also invited me to think about ways the Department of History could collaborate with the Chase Center in pursuit of a mutually advantageous relationship. Ideas we discussed include joint appointments, cross-listed courses, joint programs, and public events.

Professor Strang and I met again in late October and continued our conversation about collaboration. We discussed the Department of History's hiring needs, the Chase Center's hiring plans, and ways that the Chase Center and Department of History might work together. Professor Strang said he would keep me updated as the Center grows and alert me if opportunities arise that might benefit History. He reiterated his ongoing invitation to me on the same lines.

My strong impression is that Professor Strang is dedicated to integrating the Chase Center into Ohio State in a way that aligns with the Center's declared mission to advance civic thought, benefitting and supporting other units. As he described the Center's mission to me, its curriculum will not overlap with that offered by the History Department. The Chase Center will include faculty from a variety of disciplines, and these faculty will teach and research on American citizenship. Some of those faculty will likely have Ph.D.s in history, and some of the courses taught, knowledge conveyed, and scholarship produced, will engage historical themes. Where appropriate, the department and the center will cross-list courses.

The Chase Center will create collaborative opportunities for the History Department and other OSU units to strengthen our commitment to civic education, genuinely enhance intellectual diversity, and better serve our students. For these reasons, I support the Chase Center's proposal for permanent university center status.

Yours sincerely,

A handwritten signature in cursive script that reads "Scott Levi".

Dr. Scott Levi
levi.18@osu.edu



THE OHIO STATE UNIVERSITY

MORITZ COLLEGE OF LAW

Drinko Hall
55 West 12th Avenue
Columbus, OH 43210

Alan C. Michaels
Edwin M. Cooperman Chair in Law
Email: michaels.23@osu.edu

Council on Academic Affairs
The Ohio State University
University Square South
15 E. 15th Avenue
Columbus, OH 43201.

November 14, 2024

Re: Chase Center Application for Permanent University Center Status

Dear Members of the Council on Academic Affairs:

I am writing in support of the Salmon P. Chase Center for Civics, Culture, and Society's proposal for permanent university center status. The Chase Center comes to OSU with significant new resources, and those resources have the potential to grow as the Center pursues its mission: to teach and research on citizenship and include numerous perspectives in doing so. As a former dean of Moritz, I can easily see how the Chase Center's assets, strategically employed in conjunction with other units' resources, will create win-win situations within the University--allowing units to pursue goals that were previously inaccessible and allowing the Chase Center to thrive through collaboration. Indeed, collectively this combination of resources and relationships can create synergies that make the whole more than the sum of the parts.

Professor Strang has met and is meeting with many academic units, including my own College of Law, and he invites precisely these sorts of partnerships. I have heard that a number of programs have accepted Chase's invitation and that they are in the process of working together. I also have had a couple of opportunities to engage with Professor Strang, and in each of our interactions, I found him to be forthright, thoughtful, engaging, and, most importantly, willing and able to pursue the Center's mission through the collaborations described above.

My experience also teaches, however, that such partnerships and synergies are most likely to occur across our campus, and to be successful when they do, if the Chase Center is an independent unit, not beholden to a particular College and not the responsibility of a particular College. For this reason, I think the Chase Center's application is particularly important to make the most of this opportunity for the University.

Starting and growing the Chase Center and integrating it into Ohio State will present challenges, but Professor Strang seems both cognizant of those challenges and capable of

successfully navigating the Chase Center, working closely with a variety of other units, to a position as a valued leader regarding civic thought and leadership at Ohio State.

For these reasons, I am pleased to support the Chase Center's proposal.



Alan C. Michaels
Edwin M. Cooperman Chair in Law

November 18th, 2024

Council on Academic Affairs
The Ohio State University
University Square South
15 E. 15th Ave.
Columbus, OH 43201

Dear Council Members,

I write to convey my strong support for granting the *Salmon P. Chase Center for Civics, Culture, and Society* permanent university center status.

I have served on the political science faculty at OSU for twenty years, with courtesy appointments in philosophy, communication, and public affairs. More importantly, for present purposes, I direct the *Institute for Democratic Engagement & Accountability (IDEA)*. We (1) conduct impact-inspired basic research designed to contribute both to knowledge and the public good, (2) offer courses integrating the theory, history, and science of democracy, (3) sponsor programs to support and encourage students' self-education for citizenship, and (4) develop democratic innovations to help citizens and governments around the world collaborate in new and constructive ways.

The Chase Center's official mandate aligns well with IDEA's mission. Although we may inflect our efforts differently, my conversations with Prof. Strang make me confident that we share the same basic values and goals, especially regarding campus activities related to American democracy.

Ohio State is big. We boast people in numbers, ability, and diversity few can rival. We sprawl across physical space, map every corner in the realm of ideas, and extend through time from a long and storied past into a hopeful future. We contain multitudes that often stand in creative tension, but seldom in contradiction. Our open frontiers provide ample room (despite overlap) for *IDEA* and *Chase* to advance the university's common mission along parallel paths. In fact, we have already enjoyed great success going beyond parallel paths to synergistic collaboration. The night before the election we co-sponsored a civic education event for undergraduates, *Back to Being Buckeyes After the Election*. The goal was to model civil, constructive dialogue across difference among faculty, then prompt such engagement among students. Separately, we could not have recruited politically diverse students—which would have defeated the point. I expect many such opportunities for collaborative synergy between *IDEA* and *Chase*.

As academics, we profess open dialogue. So, I will hazard closing in pointed candor: Two months ago, I was unsure whether I would be able to write this letter, never mind with the sincere enthusiasm I do today. From the start, I wanted to welcome the *Chase Center* as an opportunity to expand, broaden, and strengthen the community of scholars teaching and studying democracy at OSU. However, the lead-up made taking matters at face value difficult, and the unusual insularity of the director's search deepened my concerns.

Happily, when I first met Prof. Strang for lunch, I quickly sensed that he was someone I could work with. By the end of the meal, I knew it went beyond merely "could work with"—we could make each other (and our centers) better. Our pre-election collaboration *already* made IDEA's programming better (under rushed and difficult circumstances). Further meetings have already helped me personally, for example, in finding a better way to interact with a challenging student situation. I expect these examples are only the beginning. In my experience, Prof. Strang maintains an exemplary academic posture, prioritizing scholarly values, collaborating in good faith, and responding to disagreement with respect, openness, and charity. So, I have come to believe that, under Prof. Strang's leadership, we can more than merely "work with" the *Chase Center*—Ohio State and IDEA can be much better for it. I am committed to doing my part to help Prof. Strang realize his vision and the *Chase Center* succeed in its officially stated mission.

Sincerely yours,

Michael A. Neblo

Michael A. Neblo
Director, the Institute for Democratic Engagement & Accountability (IDEA)
Arts & Science Alumni Professor of Political Science and (by courtesy)
Philosophy, Communication, and Public Affairs
The Ohio State University



October 28, 2024

Dear Committee on Academic Affairs,

I am writing on the occasion of the establishment of the new Salmon P. Chase Center for Civics, Culture, and Society. I write with enthusiasm and optimism for the promising impact that this Center might have on our university community. Having dedicated much of my own career to exploring, *inter alia*, the intersections of civic education, ethics in educational contexts, and the delicate work of navigating contentious societal issues in the service of broader developmental goals, I have seen firsthand how universities play a uniquely pivotal social role in fostering rigorous, sustained, and nuanced dialogue across a diverse array of perspectives and traditions.

My previous work, both within university contexts and K-12 settings, has reinforced the importance of creating spaces where students and scholars can thoughtfully engage with challenging questions and learn to constructively navigate their disagreements towards increased clarity of moral vision. Over the years, I have collaborated on initiatives designed to enhance civic understanding – from ethics-based courses that probe the foundations of democratic society to university-wide forums that bring together speakers hailing from varied traditions. These experiences have consistently highlighted how well-structured university programs and units can equip students with the skills necessary for becoming engaged, informed citizens prepared for civic participation and leadership.

The Chase Center promises to be a valuable asset in this endeavor. By holding space for deep engagement within and across political and civic traditions, the Center can enhance our university's mission to cultivate an environment that continues to celebrate diverse reasonable viewpoints. Through collaborations with departments across campus, I anticipate that the Center can be a pivotal resource, contributing valuable programming and support for faculty, students, and the broader community.

I look forward to collaborating with Executive Director Lee Strang as the Center organizes future initiatives that align with shared goal of fostering a campus culture rooted in respect, dialogue, and intellectual curiosity. Together, I believe we can all expand the reach and depth of civic education at OSU, making our institution a model for engaged and inclusive discourse on the past and future of the American project.

Thank you for considering this letter of endorsement. I am confident that the Chase Center can be a vital contributor to the intellectual life of our campus and contribute to OSU's standing as a shining example of what public, land grant university-based civic education can achieve.

Respectfully,

Winston C. Thompson

William H. and Laceryjette V. Casto Professorship in Interprofessional Education

Associate Professor, Education | Associate Professor, Philosophy (by courtesy)

The Ohio State University

614.688.3057 | Thompson.3588@osu.edu



October 22, 2024

Dear Council on Academic Affairs,

I am writing in support of CAA's granting permanent center status to the new Salmon P. Chase Center for Civics, Culture, and Society.

Through the Center for Ethics and Human Values (CEHV) and the undergraduate major in Philosophy, Politics, and Economics (PPE), I have worked with colleagues for many years to create programming and advance a culture at Ohio State that fosters constructive discussion across disagreements on contentious social and political questions. Besides our PPE program, which introduces its 220 majors to political thinkers from across the political spectrum, our efforts have included a new course on civil discourse, a new academic certificate, in-person and online training programs for students and instructors, civil discourse forums featuring speakers who disagree on contentious issues, and dozens of tailored workshops for students and staff, all in support of what we call "Civil Discourse for Citizenship." We have also played a central role in the development of Ohio State's Shared Values, a framework for constructive engagement across the university. In pursuing those efforts, we have worked with all colleges, and dozens of units, at Ohio State—representing a wide diversity of disciplinary, institutional, and intellectual perspectives—and we look forward to working with the Chase Center in that same spirit.

I believe that Executive Director and Professor Lee Strang's vision for the Chase Center—focused on scholarship and teaching about democratic citizenship and constitutionalism, and committed to hiring excellent scholars who will engage faculty in other departments and centers—will result in a valuable partner for CEHV in our work. Professor Strang has shown a strong interest in collaborating with other units on campus as he lays the groundwork for the Chase Center. Given that, I am also optimistic that it will provide beneficial resources, programming, and expertise for students and others on campus. We hope and expect that CEHV and Chase will be able to pursue their respective missions in a way that is complementary rather than duplicative.

Please feel free to reach out to me with any questions.

Sincerely,

Piers Norris Turner

Center for Ethics and Human Values | Director
Philosophy | Associate Professor and PPE Coordinator
The Ohio State University
Email: turner.894@osu.edu / Phone: 614-313-5611





November 21, 2024

Letter in Support of the Salmon P. Chase Center for Civics, Culture, and Society

I am pleased to support the proposal for permanent university center status for the Salmon P. Chase Center for Civics, Culture, and Society. As Chair of the Department of Theatre, Film, and Media Arts, I initially had limited awareness of how the Chase Center might intersect with the work of our department. However, my recent conversations with Professor Lee J. Strang have brought to light the opportunities for collaboration.

In early September, Professor Strang reached out to me to discuss ways TFMA and the Chase Center could work in dialogue. He demonstrated a thoughtful understanding of the intersections between the arts and the Center's mission. Specifically, he proposed the possibility of a staged reading of plays such as Joseph Addison's *Cato*—a seminal 18th-century play influential in the early United States—or Plato's *Apology*, among other works significant to the American civic tradition. His proposals were well-considered, but also aligned with the land-grant mission of Ohio State to engage with diverse communities and promote civic education through the arts.

Professor Strang's vision for the Chase Center includes incorporating the arts as a means of fostering dialogue and connection among students of diverse backgrounds. He recognizes the dialectical power of art and its central role in the American civic tradition. TFMA shares this commitment to using art as a forum for engagement, and I see great promise in this collaboration to broaden our reach and enhance our impact.



THE OHIO STATE UNIVERSITY

The Chase Center's mission offers an opportunity for the arts to contribute to a multidisciplinary approach to civics, culture, and society. As the Center develops its administrative structure, I look forward to re-engaging with Professor Strang and his team to explore specific projects. The members of TFMA will be interested to work with the Chase Center in advancing these shared goals.

Sincerely,

Dr. E.J. Westlake
Professor and Chair
westlake.35@osu.edu



**SCHOOL OF CIVIC LIFE
AND LEADERSHIP**

in the College of Arts and Sciences

JED ATKINS
DIRECTOR AND DEAN

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November 17, 2024

Council on Academic Affairs
The Ohio State University
University Square South
15 E. 15th Avenue, Columbus
OH 43201

Dear Members of the Council on Academic Affairs,

I have the honor to serve as the inaugural director and dean of the School of Civic Life and Leadership (SCiLL) at UNC-Chapel Hill. I believe the Salmon P. Chase Center for Civics, Culture, and Society will be of great benefit to your university and the entire state of Ohio. Please accept this letter in support of the Chase Center's proposal for permanent university center status at Ohio State.

The School of Civic Life and Leadership "provides an interdisciplinary home specifically for the study and practice of public discourse, civic life, and civic leadership." Our School houses a world-class, multi-disciplinary faculty and offers a minor in Civic Life and Leadership. Through our Program for Public Discourse, we offer civic discourse programming for the Carolina community. SCiLL is committed to offering these courses and programming in an environment that promotes free speech, civil discourse, and intellectual diversity. By bringing together students, faculty, and the public community, we provide a forum for people to discuss challenging political and societal issues in a spirit of charity and intellectual friendship.

The Chase Center's mission includes important similarities to that of SCiLL. SCiLL is committed to teaching our students the foundations of the American civic tradition and democratic experience *and* providing opportunities for students to develop the capacities for civil discourse and good leadership. These skills are not innate; we have to teach them. These courses and programming will enable our students to become thoughtful citizens and trustworthy leaders in North Carolina, the United States, and around the world.

The Chase Center's complimentary mission, courses, and programming will be of great value to students at Ohio State. Providing students with the knowledge of our democratic tradition will help them understand more deeply common civic bonds and shared challenges. Allowing students to explore and discuss challenging topics in an

environment that encourages freedom of thought will equip students with the essential skills of citizenship.

The School of Civic Life and Leadership is responding to the problem of polarization in North Carolina, but this is a deep and growing challenge facing the entire country. The Chase Center's response of providing students with common civic knowledge and the capacities for civil discourse is a healthy and productive way for Ohio State to help Ohio respond to rampant polarization. I therefore believe that the Chase Center will be of great benefit to OSU and Ohio.

Sincerely,

A handwritten signature in cursive script that reads "Jed Atkins".

Jed W. Atkins
Director and Dean
School of Civic Life and Leadership
UNC-CH

Paul Carrese, Professor
pcarrese@asu.edu

Council on Academic Affairs
The Ohio State University
University Square South, 15 E. 15th Avenue
Columbus, OH 43201

November 20, 2024

To the members of the Council on Academic Affairs,

I enthusiastically support the proposal of the Salmon P. Chase Center for Civics, Culture, and Society for permanent university center status at Ohio State. As Founding Director of the School of Civic & Economic Thought and Leadership (SCETL) at Arizona State University from 2016 to 2023, I believe the Chase Center will follow the same path of growth to success. The Chase Center will be of great benefit to your diverse internal and extended university community as well as to the entire state of Ohio – but needs the permanence and degree of independence provided by permanent university center status at OSU in order to achieve such success.

Our School was established in 2016 by the Arizona government, and has grown to include over twenty tenure-line and career-track faculty; undergraduate degrees (majors, minors, certificates); an M.A. degree; study abroad opportunities; professional internships; a public lecture series and podcast in partnership with Arizona PBS; a center supporting K-12 civics renewal; and partnerships with other ASU units as well as the President’s office. In its first seven years SCETL has enrolled and graduated hundreds of degree students, and this academic year enrolls 1,700 students across its courses; we also provide professional development for hundreds of K-12 Arizona teachers every year. This record has earned renewal of annual support from state government each year; a doubling of the annual funding after our sixth year; and bipartisan support in the legislature as well as from a Republican and a Democratic governor – along with many other indications of support from across the ideological spectrum.

Like SCETL, the study and teaching of civic thought and leadership is at the heart of Chase’s mission. If the Center is to fully undertake such missions it needs, however, the same kind of independent and permanent status SCETL always has enjoyed. Providing an education on the theory and practice of American citizenship through foundational courses and programming in an environment that promotes free speech, civil discourse, and intellectual diversity is much needed in our polarized nation. By bringing together students, faculty, staff, and the larger community, the Center is dedicated to providing a forum for people to discuss challenging and divisive societal issues without demonizing opposing views. Students and a wider community of participants will utilize these learned skills – these civic virtues – well beyond classrooms and programs to the benefit of American society.

Students from SCETL graduate ready for careers in government, law, business, journalism, and civil society. Several of our graduates have earned scholarships to Oxford University and the U.S. State Department’s Pickering fellowship, as well as interviews for the Truman, Rhodes,

Marshall, and Fulbright scholarships. Students in our civic thought and leadership courses learn an important and increasingly-rare set of transferrable skills. All of courses require writing experiences; students regularly are expected to orally articulate and defend positions; and they are offered leadership opportunities – indeed, our majors are required to complete an internship. Our first few graduating classes show that a range of employers value our graduates because of their rigorous academic experiences and civic abilities. The Chase Center’s similar course of study and academic programming will offer its students these rich academic experiences and development of life skills.

Just as SCETL and its two research centers operate at ASU, the Chase Center is designed to be a multi-disciplinary and independent academic unit, led by faculty and scholars possessing expertise from several disciplinary perspectives relevant to teaching and researching American citizenship. The Center’s intent will be to not duplicate current courses and programs at the university, but rather to supplement them, providing students with diverse course options and learning experiences not available to them before. SCETL has established just this record at ASU, and after initial concerns from departments with adjacent curricula and expertise, we have established partnerships and good working relationships. Ohio State should ensure the Chase Center can achieve this same position. Indeed, there is a renewal across higher education, in private as well as public institutions, of the need to restore space for a serious civic education – paraphrasing the title of the 2021 book by Johns Hopkins president Ronald Daniels, to re-focus on *What Universities Owe Democracy*. The Stanford Civics Initiative and the new required course in citizenship for first-year Stanford students; the new “democracy education” requirement at Hopkins; the launch just this fall of a network of professors from a huge range of institutions across the country, the Alliance for Civics in the Academy (led by Stanford professor Josiah Ober, and with Chase director Lee Strang one of the inaugural members): these and other developments indicate why OSU as a leading national university, committed to *Disciplina in civitatem*, should provide all the support and standing necessary to ensure the success of the Salmon P. Chase Center for Civics, Culture, and Society.

For these reasons, I urge approval of the Chase Center’s permanent center application. I hope you won’t hesitate to contact me if I could provide further information; my email is above, and further information is below my signature.

With best regards,



Paul Carrese

Professor
School of Civic & Economic Thought and Leadership
Arizona State University
mobile: 719 235 3298
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November 19, 2024

Council on Academic Affairs
The Ohio State University
University Square South
15 E. 15th Avenue
Columbia, OH 43201

Dear Members of the OSU Council on Academic Affairs,

I write in support of the Salmon P. Chase Center for Civics, Culture, and Society's proposal for permanent university center status at The Ohio State University. In my current role as founding dean of The University of Texas Austin's School of Civic Leadership, and as the inaugural director of the Civitas Institute, I am confident that the Chase Center will enhance and benefit Ohio State University and the greater Ohio community, just as our School has at UT Austin.

The UT Austin School of Civic Leadership houses the Civitas Institute, and together they offer courses, degrees, student programming, and public programs that create "a community of scholars committed to exploring the ideas and institutions that sustain a free society and enable individuals to flourish." We are committed to providing these opportunities in an environment that promotes free speech, civil discourse, intellectual curiosity, and diversity of thought.

The School of Civic Leadership has benefitted UT's students and faculty, and the state of Texas. We offer courses, majors, and minors that did not exist before; we host world-class scholars and thought-leaders for lectures; we have hired well-published faculty of all ranks to enrich the intellectual life of UT Austin; and we support programs that enhance Texas' K-12 civic education. In a short period of time, we have built a vibrant academic community that is adding value to UT Austin.

The Chase Center's mission to "conduct teaching and research in the historical ideas, traditions, and texts that have shaped the American constitutional order and society" is very similar to ours, and the Center's commitment to an environment of academic freedom is as well. As the Chase Center grows toward maturity, it will be of great value to the students and faculty of Ohio State. Providing students with the knowledge of America's common civic heritage through foundational texts, and helping students hone the skills needed for effective civil discourse on today's college campuses and in our broader society, will equip students for citizenship in all walks of life.

The Chase Center, like the School of Civic Leadership, is a multi-disciplinary center of excellence for research and scholarship, teaching, and service in the field of civic thought and leadership. Chase Center faculty will possess expertise from numerous disciplinary perspectives relevant to teaching and research in these fields. This variety of disciplinary perspectives will ensure that Chase does not duplicate current departments at Ohio State but rather complements and collaborates with them. As importantly, the Chase Center will hire extraordinary scholars who



raise OSU's research profile. We have attracted both established scholars and promising new faculty who came to UT in order to join our academic community.

UT Austin's motto is "education is the guardian genius of democracy." Not surprisingly, it is very similar to OSU's mission of "education for citizenship." Ohio, like Texas, was facing some of the same problems in the 1870s, and both states responded by focusing their flagship universities on civic education. I'm confident that the Chase Center's mission will enhance OSU's land-grant mission under the thoughtful direction of Professor Lee Strang. The Chase Center is needed today and will certainly benefit OSU's students—future leaders—and the broader Ohio community through programs that both teach and model OSU's mission to educate for citizenship.

Sincerely,

Justin B. Dyer, PhD
Dean, School of Civic Leadership
Jack G. Taylor Regents Professor