

DRAFT

WHEREAS STATEMENTS

Whereas The Salmon P. Chase Center for Civics, Culture and Society (“Chase” or the “Chase Center”) was created in 2023 by the State of Ohio via statute, 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”, and the Center will have “ the authority to house tenure-track faculty who hold their appointments in the center,” ORC3335.39(B), and “to offer courses and develop certificate, minor, and major programs as well as graduate programs and offer degrees.” ORC 3335.39 (E)(3); and

Whereas the enacting state statute required the Board of Trustees to appoint (subject to confirmation by the Ohio Senate) a seven-member Chase Center Academic Council to conduct a national search for the Chase Center’s executive director. The Academic Council conducted an extensive search in the spring of 2024, and submitted finalists to the President who selected the final candidate, subject to approval by the Board. Professor Lee Strang was selected and appointed in August 2024, and reports to the Executive Vice President and Provost; and

Whereas, to align the development and approval of this Center with the established process for University-level centers, the Council on Academic Affairs granted temporary center status in September 2023 with an expectation of a proposal for full center status once a Director was appointed; and in October 2024, the new Center Director submitted a proposal for full University center status to the Council, where it was assigned to a 5-member Council Subcommittee, supplemented with a faculty representative from the University Research Committee and the Senate Fiscal Committee, and

Whereas throughout Autumn 2024, the Executive Director provided numerous presentations about the Chase Center and sought input on aspects of the proposal from a wide variety of stakeholders, including members of the Faculty Council, Undergraduate Student Government, Council of Graduate Students, the Interprofessional Council, and the University Staff Advisory Committee. A full University Senate meeting, November 14, 2024, was devoted to this proposal; and

Whereas throughout Autumn 2024, informational sessions on the proposed center were provided and led by the Executive Director, the Dean of the John Glenn College of Public Affairs and the Vice Provost for Academic Programs. These included meetings with the Council of Deans; with faculty at the Moritz

College of Law, the John Glenn College of Public Affairs, the College of Public Health, and the College of Food, Agricultural and Environmental Sciences; and with the chairs/directors in the College of Arts and Sciences; and

Whereas the Executive Director has met individually with colleagues across the University, has begun to hire a support staff, secured space for the center, and has been planning several academic convenings, beginning later this academic year, and has identified potential student activities; and

Whereas the Subcommittee met with the Executive Director, the Interim Executive Vice President and Provost, and two Associate Vice Presidents for Government Affairs for input on the establishment and continuation of the Chase Center; and

Whereas the Subcommittee ensured that all components of a center proposal were addressed, but gave considerable attention to aspects of implementation following center designation; and

Whereas once approved, the center will report to the Executive Vice President and Provost, and implementation issues will be overseen by the Office of Academic Affairs.

With regard to personnel matters, the center will adhere to all expectations of an academic unit for hiring, promotion, and tenure, including the establishment of pattern of administration (POA) and appointment, promotion, and tenure (APT) documents, working directly with the Vice Provost for Academic Policy and Faculty Resources.

With regard to curricular programming, the center will adhere to all expectations of an academic unit for course, certificate, program, and degree review and approval, working directly with the Vice Provost for Academic Programs.

With regard to fiscal viability, given that two years of funding have thus far been secured and an ambitious plan for hiring is proposed, the Executive Director, working with the Executive Vice President and Provost and with the Vice President for Resource and Budget Management within the Office of Academic Affairs, and leadership in the Office of Business and Finance, and the Office of Government Affairs, will work on future funding sources and clarify the parameters for responsible growth; and

With regard to overall planning, the Executive Director will continue to consult with faculty, undergraduate, graduate, and professional students and staff, in both formal and informal settings, to help shape the future of the center; and

Whereas the center will be assessed through statutorily-required Annual Reports to the Ohio Senate and the Board of Trustees that will be shared with the Council on Academic Affairs, and like all centers, it will engage in a more formal internal

review by the Council during its second and fourth years, where progress on the staffing, curricular and fiscal dimensions can be documented, demonstrating collaborative work across the colleges and campuses; and

Whereas the Council on Academic Affairs discussed the proposal at meetings on December 4 and December 11, 2024

Now therefore be it resolved that the University Senate approve the proposal to establish the Salmon P. Chase Center for Civics, Culture and Society and by acknowledging its statutory authority to house tenure track faculty who hold their appointments in the Center, and to offer courses and develop certificate, minor and major programs as well as graduate programs and offer degrees, inform the Board of Trustees of this action that will take effect immediately thereafter.

**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  
**Date:** Friday, December 20, 2024 4:42:35 PM  
**Attachments:** [image001.png](#)  
[CHASE WHEREAS \(BJL edits\) \(00448028xB7A09\) TLB additions.docx](#)  
**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.**

Vice Provost for Academic Programs

**Office of Academic Affairs**

University Square South, 15 E. 15<sup>th</sup> Avenue, Columbus, OH 43201

614-292-5881 Office

[smith.70@osu.edu](mailto:smith.70@osu.edu)

**Assisted by:**

**Katie Reed**

Executive Assistant

## **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, 135<sup>th</sup> 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:

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

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

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



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

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

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

## **V. RESEARCH**

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

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

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

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

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

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

## TIMELINE

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

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

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

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

# 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.<sup>1</sup> 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.<sup>2</sup> 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](#).

---

<sup>1</sup> 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.

<sup>2</sup> 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.<sup>3</sup> There are at least three inter-related reasons for growing mistrust of American higher education.<sup>4</sup> 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

---

<sup>3</sup> 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>.

<sup>4</sup> 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 programming. 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.<sup>5</sup> 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.<sup>6</sup> 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

---

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

<sup>6</sup> 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.