The Center for Higher Education Enterprise Proposal
The Ohio State University

Subcommittee Members: David Cole, Laura Justice, Henry Zerby, Kay Wolf – Chair

The subcommittee reviewed the proposal utilizing University rules 3335-3-36 and provided a list of comments and items to be further clarified. On November 18th, 2013, a revised draft proposal for the Center was submitted and reviewed at the Council on Academic Affairs.

Comments sent:

Mission

The mission statement should stand-alone; within the first sentence of the mission it would be helpful to clearly identify aims and issues rather than to say “aims to address these issues and more”. The mission specifically states affiliations with multiple colleges. Notable omissions include Colleges of Engineering, Nursing, Social Work and so on. Would it be better to not have specific colleges stated in the mission?

One can ask whether the Center should address as part of its mission possible root causes for the increased dropout rate that may owe their origin in part to limitations and inadequacies programmed into students at the high school level. This would require the Center to broaden its definition of “higher education” and think beyond our immediate university borders.

Faculty

The overview related to faculty is underdeveloped. Although the names of individual faculty to be involved are provided, and these span a number of areas of the university, greater detail is needed. There are more Colleges represented within the Deans’ Advisory Council than there are Colleges representing the faculty listed within the proposal. As presented in the proposal, the faculty currently listed in the proposal will also serve as the Faculty Steering Committee; thus, the Steering Committee is lacking a balance representation of the Colleges Represented by the Deans’ Council and this would seemingly hinder the optimization of a multidisciplinary approach that is viewed as a key component to the establishment of Centers. What is the target market for populating the Center? How will faculty be involved and supported in the Center. The proposal needs to provide a concise discussion of its selection criteria for populating its faculty membership beyond using just their expressed interest. Criteria could include the extent of experience in the university system as teachers and researchers, interdisciplinary nature of their research which may translate to leveraging a broader knowledge base through an extended network of colleagues and the level of commitment in terms of availability of time to devote to Center activities. A similar set of criteria are needed for selection of external partners.

Further there needs to be precise selection criteria for down-selection of key faculty who may form the core of the Center’s more active membership. In the proposal this group is referred to as the Faculty Steering Committee.
It is recommended that the Center seriously consider adding student representation. Selection should take into consideration race, economic background, discipline and geography.

**First Year and Research:**

The list of first year target activities includes assembly of a more complete faculty membership, compose a series of white papers, host at least one workshop and explore novel ways to communicate new ideas to the public via open access web site publications. It would be helpful if within this section of the proposal a more definitive list of expected outcomes is identified along with a time line for their completion. This would act as benchmarks useful in evaluation of the first year progress of the Center to gage its success. Additionally, it would seem appropriate for the proposal to at least qualitatively outline what they plan for year two and perhaps even year three. In other words, is there a forward thinking vision for the Center that can be used to judge longer term success?

Regarding the specific questions identified in this section of the proposal, it is not clear what is meant by “building communities”. What communities are being referred to here?

Further on in this section the proposal identifies other entities on campus that are engaged in studies of various types of education-centric research. The proposal notes that the new Center will collaborate with and complement these but the question is, has due diligence been performed to fully appreciate what these other centers focus on to avoid too much overlap. Perhaps such a comparison can be relegated to the Supporting Materials.

**Administration:**

The patterns of administration need to be better described and clarified. What are the exact responsibilities of the director? What does the oversight committee do? Who will assist the director in logistics and planning?

Given the somewhat aggressive list of target activities for year one it can be asked if convening the Center’s membership only once a semester will be sufficient to accomplish the goals and ensure its success. It would seem that there may be a need to meet more frequently in the inaugural year to better establish the Center’s identity and chart its path forward. A more frequent meeting will also note the team effort of a Center rather than a select few collaborating. Is there sound justification for the Director to report to the Provost rather than follow the Guidelines for the Establishment of Academic Centers found in 3335-3-36-B-4?

Regarding the section of Reporting Line it is recommended that Center be as transparent as possible and expand its communication network to include everyone – i.e., External Advisory Council, Dean’s Advisory Council, the Center’s FAC and the Center faculty membership.

The Dean’s Advisory Council needs to be all inclusive and mirror the units represented by the Center’s faculty membership.
As with the selection of Faculty membership, a set of criteria needs to be described for the selection of the External Advisory Council.

The second list of Faculty Steering Committee members need not be repeated in this section of the proposal.

**Funding**

It would be helpful if the proposal could outline what the level of funding is required to be effective at achieving its goals – i.e., how many people are needed to qualify as a “critical mass” including the Center policy fellow, how many workshops or town hall meetings are anticipated, will the lecture series be restricted to campus or might this be a mechanism for broader communication of the key higher education issues that offer possible solutions.

It would be helpful if a brief description is provided of the various types of potential federal and state funding targets.

It would be helpful to include a budget outline.

**Evaluation Criteria and Benchmarks:**

The evaluation criteria and benchmarks were not included. This list need not be exhaustive but should point to key milestones the Center can achieve in year one. These might include (a) finalization of the Faculty membership and members of the various Councils, (b) the publishing of the Center’s first position paper, (c) hosting of at least one workshop, town hall meeting or lecture series, and (d) the acquisition of additional funding via private, federal and/or state sources.
Proposal to Establish

The Ohio State University
The Center for Higher Education Enterprise
Proposal to Establish The Ohio State University  
Center for Higher Education Enterprise

Introduction

American higher education is at a pivotal moment in its history. Significant challenges, such as rising costs, student debt, and increasing dropout rates—due in part to issues with the K-12 pipeline—threaten student success, social mobility, and American global competitiveness. Since 80 percent of all students in the United States attend public colleges and universities, our country’s public institutions must play the key role in addressing these issues and restoring competitiveness.

I. Mission

The Center for Higher Education Enterprise at The Ohio State University will develop multidisciplinary research programs and policy recommendations focused on finding creative and enterprising ways to improve student success outcomes for public higher education - in the areas of access, affordability, quality, and completion. Housed in the John Glenn School of Public Affairs, the new Center currently has affiliations with several colleges on campus, with the opportunity for others to join, and will serve as both a convening place and a ‘think tank’ for those who want to better understand the new realities facing public higher education.

At the Center, the growing national imperative of providing more citizens with access to a higher education that is high quality, affordable, and that benefits both students and society, will be addressed. Further—given Ohio State’s strong land grant heritage — there is a corollary interest in exploring the application of the land grant tradition in the 21st century, specifically how public universities can be leaders of outreach and engagement efforts that strengthen communities and economies.

Position among existing Higher Education efforts at Ohio State

Related activities currently occur on campus. Examples include the Center for IDEAS, in the College of Education and Human Ecology (EHE), the Ohio Education Research Center in the John Glenn School of Public Affairs, and the Higher Education and Student Affairs (HESA) program in the Department of Educational Studies in EHE. The Center for IDEAS develops research and policy programs focused on fostering inclusion and promoting diversity within higher education, approaching the issue of access from that perspective. OERC is a collaboration of six universities and four research organizations that conducts high-quality education research, provides access to research data, and shares research findings. HESA represents the University’s degree-granting curriculum for higher education studies, leadership and administration.

While those areas are integral to the proposed Center’s overall purview, they are not its focus areas. When the issue of educational access is addressed, for example, the focus
will be placed on finance and cost (enterprise). Center faculty will work with data to support and analyze broad policy or research objectives, but will not excel at collecting or mining that data to measure policies. And, while the Center welcomes collaborations with candidates from HESA and Educational Studies, we will not develop a competing curriculum. Each of these units has been contacted in the development of this Center to ensure that content overlap is not an issue, and indeed its leadership is represented on the Steering Committee.

Ultimately, the proposed Center will exist to complement and elevate the University’s existing work in higher education, not to overlap with it. In doing so, the aim is to help promote Ohio State’s leadership in this critical area, as well as contribute to policy proposals that genuinely benefit both students and society.

II. Faculty

Given the current moment in higher education, already there is justifiably a high level of multidisciplinary interest among faculty members at Ohio State. Below is a preliminary list of scholars and researchers who have expressed interest in some capacity in working on issues related to higher education enterprise.

<table>
<thead>
<tr>
<th>Faculty member</th>
<th>Field of Study</th>
<th>Affiliated College</th>
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<tbody>
<tr>
<td>Eric Anderman</td>
<td>Educational Studies</td>
<td>Education and Human Ecology</td>
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<tr>
<td>Steven Conn</td>
<td>Public History Initiative</td>
<td>Arts and Sciences</td>
</tr>
<tr>
<td>T.K. Daniel</td>
<td>Education and Law</td>
<td>Education and Human Ecology</td>
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<tr>
<td>Stephen Gavazzi</td>
<td>Family Research</td>
<td>OSU-Mansfield</td>
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<tr>
<td>Joshua Hawley</td>
<td>Ohio Education Research Center</td>
<td>Public Affairs and Education and Human Ecology</td>
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<tr>
<td>Joan Herbers</td>
<td>Evolution, Ecology, and Organismal Biology</td>
<td>Arts and Sciences</td>
</tr>
<tr>
<td>Susan Jones</td>
<td>Higher Education and Student Affairs</td>
<td>Education and Human Ecology</td>
</tr>
<tr>
<td>Stéphane Lavertu</td>
<td>Education Policy and Performance Measurement</td>
<td>Public Affairs</td>
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<tr>
<td>Laquore Meadows</td>
<td>Project ASPIRE</td>
<td>Education and Human Ecology</td>
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<tr>
<td>Deborah Merritt</td>
<td>Law</td>
<td>Moritz College of Law</td>
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<tr>
<td>James L. Moore, III</td>
<td>Education, Bell Center</td>
<td>Education and Human Ecology</td>
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<tr>
<td>Ryan R. Nash</td>
<td>OSU Center for Bioethics</td>
<td>Internal Medicine</td>
</tr>
<tr>
<td>David Staley</td>
<td>History, Goldberg Center</td>
<td>Arts and Sciences</td>
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This group was identified through individual interactions with the Director. Initially, it will serve as the core faculty Steering Committee. Members will meet immediately following the Center’s approval, and will convene monthly thereafter so that individuals can better get to know each other, and identify specific research foci for the first year—topics, projects, working papers, lectures, and other programs.

Further, as the proposed Center develops, it will continue to enlist additional faculty who are interested in affiliating with it. There are no specified criteria for Center membership at this time, nor are there “levels” of membership. Expressions of interest may be made to the Director, and Steering Committee members will help enlist new members. As the membership list grows however, it is important to note that this core Steering Committee will not change. Throughout the first year, the Center will provide opportunities for all affiliated faculty to meet each semester, share ideas and update each other on their own research and interests.

Areas of Study

The initial focus of the Center’s work will be in the areas of value, quality, completion, and the role of the public university in applying the land grant tradition for the 21st century.

Primary areas of interest include:

- How do institutions increase the quality of education while decreasing costs? *(Subject of the Director’s working paper)*
- How can we better measure student success and performance outcomes?
- What financing methods and reward structures must colleges and universities employ to achieve better outcomes?
- What is the public university’s role in building communities through outreach and engagement?

2014 will be a foundational year for the Center.

One project, on which the Center will have an opportunity to work immediately, has already been announced publicly. On October 12, 2013, Governor Kasich asked Dr. Gordon Gee—the Center’s director—to lead a statewide initiative reviewing the higher
education landscape and proposing policy recommendations on how to improve the system’s quality and value. This initiative will effectively serve as the Center’s first major research activity, requiring ideas and collaboration among our faculty membership. A project manager, from within the University, will need to be identified, to shape and lead the effort.

In addition, the Center will begin to engage in a number of additional programmatic activities, such as:

1. Continuing to build the Center’s core faculty membership, identify potential research fellows, and develop external partners.

2. Launching a series of working papers.
   a. The first paper will be written by the Director on the topic of quality and value.
   b. Subsequent papers will be written by affiliated faculty.

3. Bringing thought leaders (local, state, and national) to campus for public lectures on American public higher education in the 21st Century.

4. Experimenting with new, innovative ways to present and amplify the ideas generated by faculty, fellows, and visiting thought leaders.
   a. Example: Publish working papers digitally along with multimedia components and interactive features to generate further discussion.

Beyond the first year, additional discussion topics for inquiry include (not an exhaustive list):

- How can universities spur economic activity and professional opportunities for citizens at the local, state and national levels?
- How do universities properly reward and recognize faculty for the quality of their teaching and research and their commitment to academic citizenship and student success?
- How do public institutions take advantage of new technologies to improve cost, quality, and completion?

The moment is opportune to create such an innovative policy center focused on public higher education enterprise, especially at The Ohio State University. This University has clearly helped develop and drive recent policy changes at the state level and has been a leader in addressing national imperatives as well. And, as one of the nation’s largest public research universities, Ohio State provides a valuable test bed for new research and ideas.
III. Administration

Dr. Gordon Gee, President Emeritus of the University and a Professor of Law, Education, and Public Policy, will serve as the Center’s Director. He will convene the Center’s membership once every academic semester to brainstorm new research ideas and opportunities. Assisting the director will be a staff, initially consisting of a policy analyst and eventually expanding to others—such as post doctoral fellows, graduate assistants, and additional staff members—as needed to advance the Center’s mission.

It has been decided by the Office of Academic Affairs that, given the initial funding source and the breadth of the issues being studied, the Center director will report to Executive Vice President and Provost Joseph Steinmetz, through regular communication and in-person meetings. In the early stages of the Center’s development, it will work closely with the Office of Academic Affairs to ensure the progress of key administrative functions.

The Center will be advised by an External Advisory Council that convenes once per year and is composed of individuals at the state and national levels who have interest and expertise in the roles of higher education, and the impacts of the Center’s work. It will help the Center’s Director engage in national-level trends and to provide advice on various matters to ensure the Center is moving in the right direction and that its membership is evolving. As the Center gains traction nationally, this Board will continue to grow.

External Advisory Council
(\textit{In development})

Dr. Gil Cloyd, Ohio State University
Rep. Michael Curtin, Ohio House of Representatives
Ms. Nancy Kramer, Resource

A Deans’ Advisory Council will meet twice per year, once in the Spring then again in the Autumn. It will focus on advice on specific initiatives underway and in development and will work on identifying faculty members for involvement. The Director will communicate regularly with affiliated faculty and advisory groups to provide updates on new opportunities and Center meetings shape the center’s research focus.

\textbf{Deans’ Advisory Council}

<table>
<thead>
<tr>
<th>Dean</th>
<th>College/School</th>
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<tbody>
<tr>
<td>Dr. Cheryl Achterberg</td>
<td>College of Education and Human Ecology</td>
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<tr>
<td>Dr. Trevor Brown (Interim Director)</td>
<td>John Glenn School of Public Affairs</td>
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<tr>
<td>Dr. Charles Lockwood</td>
<td>College of Medicine</td>
</tr>
<tr>
<td>Dr. David Manderscheid</td>
<td>College of Arts &amp; Sciences</td>
</tr>
<tr>
<td>Dr. Bruce McPheron</td>
<td>College of Food, Agricultural, and Environmental Sciences</td>
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The Deans’ Advisory Council will meet at least twice a year for the purpose of updates on existing work, development of new initiatives and projects for the Center, and continuing the development of affiliated faculty membership.

Evaluation

All new University Centers/Institutes must be evaluated after the first year by the Council on Academic Affairs.

To evaluate this proposed Center’s progress, we will benchmark our success to the following set of goals to be completed in the first year:

- The faculty Steering Committee membership will be finalized and its roles and responsibilities defined.
- The Committee will have met monthly to shape the direction of the Center, identify specific research emphases and faculty involvement, and steer the development of projects,
- A working paper series will have been established.
- A conference and/or visiting scholar lectures series will have occurred.
- A plan for activities for subsequent years for the Center will have been developed.
- Additional funding will have been secured.

IV. Funding

The Center has been funded for a five-year period at $300,000 per year through a generous grant to the Office of the President Emeritus from the Trustees of The Ohio State University. These funds will be used for operational expenses and to support a small staff consisting of a policy analyst and one or two student assistants. Remaining funds may be used for the working paper series and/or conference planning.

The Center also has secured additional funding through private financial support—and the director is aggressively seeking additional funding opportunities—to enable new programs and initiatives. These include hiring a Graduate Assistant in the Spring 2014, bringing in a policy fellow, launching a lecture series, and developing new research focused on key areas outlined above. The specifics for the new funding are in the final phases and will be announced soon.
October 24, 2013

Randy Smith
Vice Provost for Academic Programs
203 Bricker Hall
The Ohio State University

Dear Randy,

I write in support of the proposal to create a Center for Higher Education Enterprise and Policy at the Ohio State University. The proposed Center will serve as a convener and idea generator on a topic of primary importance for the University – the challenges facing public institutions of higher education.

We are excited to house the proposed center in the Glenn School. The goals and proposed operation of the Center align with the School’s mission and objectives. In particular, we are a multidisciplinary academic unit that has as one of its key objectives to connect the knowledge generated at the University to policy makers at all levels, but particularly at the state level. The Center’s goal of conducting multidisciplinary research programs and generating policy recommendations focused on improving student success outcomes in areas of access, affordability, quality, and completion is in alignment with our overall efforts. The Center will provide opportunities for our faculty and students to connect their research and teaching to practice in the higher education policy space.

Faculty and staff at the Glenn School have been working with Dr. Gordon Gee, the proposed Center director, and his staff to develop the proposal and coordinate our activities. We intend to assist in the first year of stand up by recruiting additional faculty members to join the steering committee and providing students to assist on projects undertaken by the center.

As a School, we are excited about this new opportunity to extend Ohio State’s reach in an important policy area.

Sincerely,

[Signature]
Trevor Brown
Interim Director
brown.2296@osu.edu
Randy,

Attached please find the College of Law’s Letter of Support from the Proposed Center for Higher Education Enterprise and Policy. I am very pleased to endorse this exciting initiative. Please let me know if I can provide further assistance.

Best regards,

alan

Alan C. Michaels
Dean and Edwin M. Cooperman Professor of Law
Michael E. Moritz College of Law
The Ohio State University
55 W. 12th Ave., Columbus, OH 43210

e-mail: michaels.23@osu.edu
phone: (614) 292-0574
Dear Vice Provost Smith,

I am pleased to write you to convey my enthusiastic support for the proposed Center for Higher Education Enterprise and Policy. As described in the October 14, 2013 draft proposal you sent me, now is indeed a critical time for public higher education, and this Center will be well-positioned to make important contributions to analysis of the cost-quality conundrum and to provide policy solutions for these critical engines of social mobility and national success.

The director of the proposed Center, President Emeritus Gee, is of course a member of the College of Law faculty, so our College has a special interest in the Center, and I convey my strong support in that context. Many of the issues the Center will explore will be closely tied to issues of law and regulation, as well as constitutional questions, that are a core element of what the College does. The relevance to many other Colleges is also clear, which is part of what makes Ohio State a particularly apt location for such an interdisciplinary Center. We have a deep and varied expertise that is special amongst Universities.

Last, but certainly not least, I can think of no one better to lead such an initiative than President Emeritus E. Gordon Gee. It is a perfect match with his unique life experiences and skills, fits ideally with his academic training, and can leverage his deep and abiding contacts and expertise in public higher education and with its many constituencies. I will look forward to working with the Center both as a member of the Dean’s Advisory Council and in conversations with our faculty member the director.

Sincerely,
October 22, 2013

Prof. Randy Smith
Vice Provost for Academic Programs
Office of Academic Affairs
203 Bricker Hall
190 N. Oval
CAMPUS

Ref: Center for Higher Education Enterprise and Policy

Dear Randy:

I am writing to confirm the Fisher College of Business' enthusiastic support for the proposed Center for Higher Education Enterprise and Policy.

Without a doubt, there is a timely and vital need for an all-encompassing conversation and innovative research focusing on the most critical issues facing higher education in the 21st century. This proposal represents a major step forward in working across disciplines to address these challenges.

Fisher College of Business is committed to the general goals of the Center — ensuring student access, improving graduation rates, and adapting the land grant tradition as it applies to modern students and society. The implications of a successful collaboration of higher education, business, government and other thought leaders in the area of student access and success could be far-reaching.

I am fully supportive of the effort and stand ready to help contribute to the Center's success as a member of the Dean's Advisory Council.

Sincerely,

Christine A. Poon
Dean and John W. Berry, Sr. Chair in Business
October 23, 2013

W. Randy Smith, PhD
Vice Provost for Academic Programs
203 Bricker Hall
Columbus, OH 43210
Via Email

RE: Center for Higher Education Enterprise and Policy

Dear Dr. Smith:

It is my great pleasure to strongly support Dr. Gordon Gee’s proposal to create a Center for Higher Education Enterprise and Policy at The Ohio State University (OSU). Among the outstanding initiatives proposed, I am keenly interested in ensuring the affordability of higher education. As you know, although the OSU College of Medicine has a relatively low tuition for its in-state students, currently in the lower quartile for U.S. medical schools, our graduates have a considerable debt burden. This high level of indebtedness reflects, in part, the very low level of per capita support offered public medical students by the State of Ohio, in part, our lack of scholarship endowments and in part, the relatively low family per capita income of our matriculants. High levels of indebtedness discourage students from pursuing less remunerative medical careers including that of primary care providers and physician scientists. While starkly different these two fields are both critical to the health and economic vitality of the state. Thus, I look forward to being an active participant on the Deans’ Advisory Council, and to helping guide strategies to address this issue.

This Center will draw on the many strengths of Ohio State, including its size and the creativity of its faculty. As one of the largest and oldest land grant universities, it is incumbent upon Ohio State to be a change agent and thought leader to renew its mission and establish its unique contributory role in U.S. higher education in the 21st century. I fully endorse this proposal and look forward to bringing the Center for Higher Education and Enterprise and Policy to fruition.

Sincerely,

Charles J. Lockwood, M.D.
Dean, College of Medicine
Vice President for Health Sciences
Professor, Obstetrics and Gynecology
Leslie H. and Abigail S. Wexner Dean's Chair in Medicine
October 23, 2013

Dr. W. Randy Smith, Vice Provost
203 Bricker Hall
190 N Oval Mall
Columbus OH 43210

Dear Vice Provost Smith:

Please accept this letter as formal support to establish the proposed center, Center for Higher Education Enterprise and Policy, led by Dr. Gordon Gee. This center will afford the opportunity for faculty within the College of Education and Human Ecology to expand their work in educational policy, especially in the realm of public university funding and access to higher education by a variety of population groups in this country. I am myself planning to work on two white papers with the Center within the next year. The Center will assist the university broadly speaking to establish a leadership role as education in this century is being challenged as never before.

Sincerely,

Cheryl Achterberg, Dean
College of Education and Human Ecology
October 23, 2013

Dr. William R. Smith  
Vice Provost for Academic Programs  
203 Bricker Hall  
190 North Oval Mall  
CAMPUS

Dear Randy,

I write to offer my enthusiastic support of Dr. Gee’s proposal for the Center for Higher Education Enterprise and Policy. I have had an opportunity to both discuss this with him personally and to read his proposal in detail.

This proposed center would address some of the most pressing issues facing universities today. There is no better place for this center to be located than Ohio State, given both the quality of our student body and its size.

The College of Arts and Sciences is committed to interdisciplinary cooperation, research, and service. We fully support this proposal and look forward to collaboration across the University to the ends outlined in the proposal.

Sincerely,

[Signature]

David C. Manderscheid  
Executive Dean and Vice Provost
October 25, 2013

Dr. W. Randy Smith
Vice Provost for Academic Programs
Office of Academic Affairs
203 Bricker Hall
190 N. Oval Mall
CAMPUS

Dear Dr. Smith:

I am pleased to provide support for a new Center for Higher Education Enterprise and Policy at the Ohio State University. We are, indeed, at a crossroads for higher education, and Ohio State is well-positioned to provide a leadership role in emerging new paradigms and crafting a novel approach that will stand the test of future needs. With our land-grant status, we have important experience with the issues of access to education and translation of research to practice, both elements that colleges and universities will be called upon to demonstrate.

I look forward to collaborating in the formation and success of the Center.

Sincerely,

Bruce A. McPherson
Vice President for Agricultural Administration and Dean