

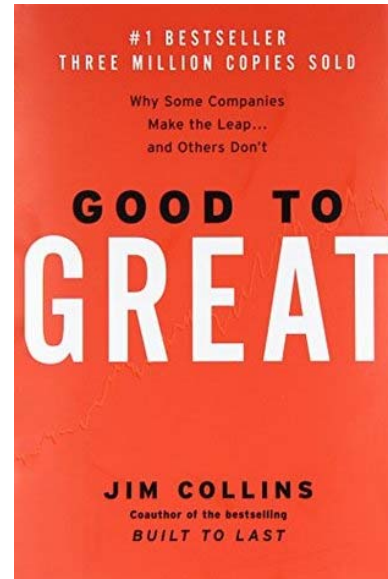


Leading a College of Humanities and Social Sciences

NC STATE UNIVERSITY Humanities and Social Sciences

**What's good
leadership?**

**Is there an
alternative?**



Federalism



Federalism: relating to or denoting a system of government in which several states unite under a central authority.

Making a “Federal” College Work

- Maximize freedom and opportunities for disparate units to pursue goals while also advancing common college and university goals
- Create open, transparent, and fair systems for allocating resources
- What have we done to achieve those goals?

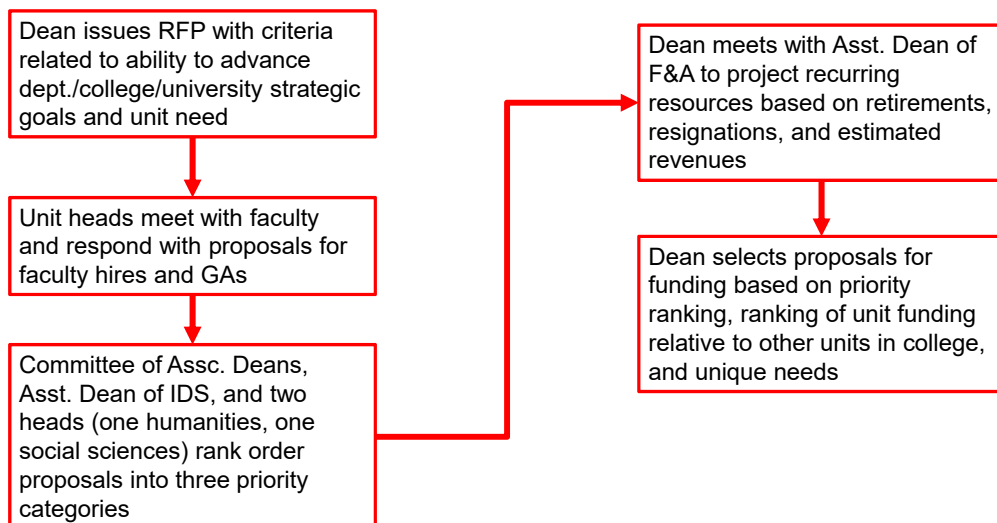
University Strategic Goal

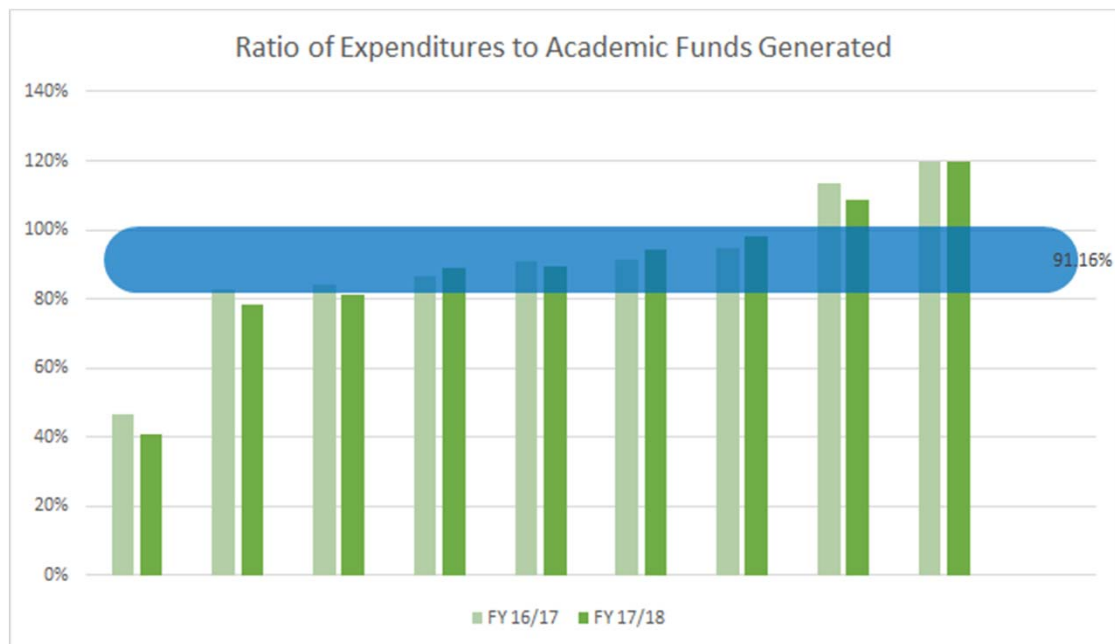
**Enhance Organizational
Excellence by Creating a
Culture of Constant
Improvement**

Critical Challenge No. 1: Fair and Responsive Allocation of Resources

- Held three consecutive faculty meetings (2014-2016) to walk through 12-cell matrix and implications for funding
- Met monthly with Leadership Team over one-year period to discuss and fine-tune metrics for allocations among units.
- Presented recommended procedures at Spring 2017 faculty meeting to show how process will work.
- Implemented allocation system beginning in FY 17-18.
- Developed tools to help programs maximize enrollments and allocations (now shared throughout the university)

Transparency in Decisions about People/Money





Critical Challenge No. 2: Increase Continuity & Predictability

- Threats:
 - Externally mandated recurring reductions
 - Self-funded share of salary increases
- Example: FY 13-14
 - \$1.1M reduction in annual funds to college
 - \$118K (11%) from Dean
 - \$985K (89%) from departments/units
 - Disrupted departments and college units

Solution: Build College-Level Reserves to Buffer Demands

Fiscal Year/Purpose	University Provided	College Share	Amount from Depts.
14-15 Raises	\$205,676	\$617,026	\$0
15-16 Raises	\$248,790	\$271,058	\$0
16-17 Raises + Reduction	\$248,790	\$573,989	\$0
17-18 Raises	\$555,934	\$3,111	\$0
18-19 Raises + Reduction	\$430,387	\$782,048	\$0

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Critical Challenge No. 3: Reinvest in Faculty While Increasing Diversity

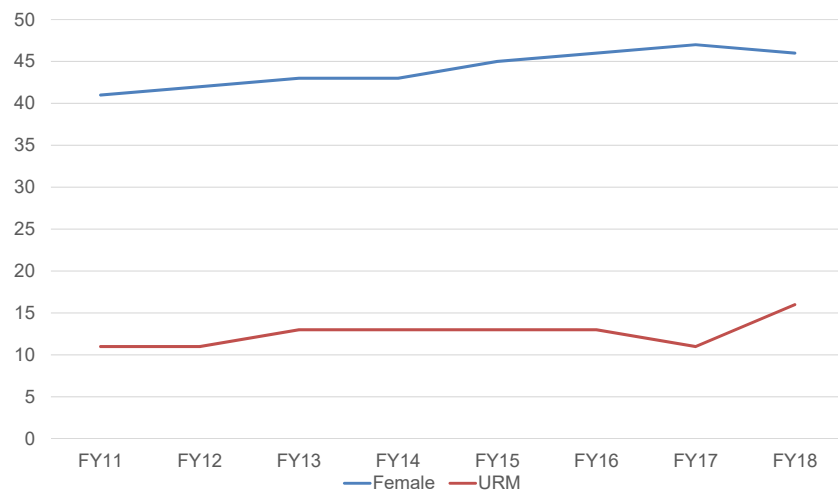
- Challenge: Invest limited funds in ways that build departments while also enhancing college and university goals for a more diverse faculty.
- Response:
 - Ask each department to commit to 3 things they'll do to increase connections with under-represented scholars AND 3 things they'll do to retain scholars once hired
 - Meet with every faculty search committee in the college
 - Aggressively pursue opportunities when possible

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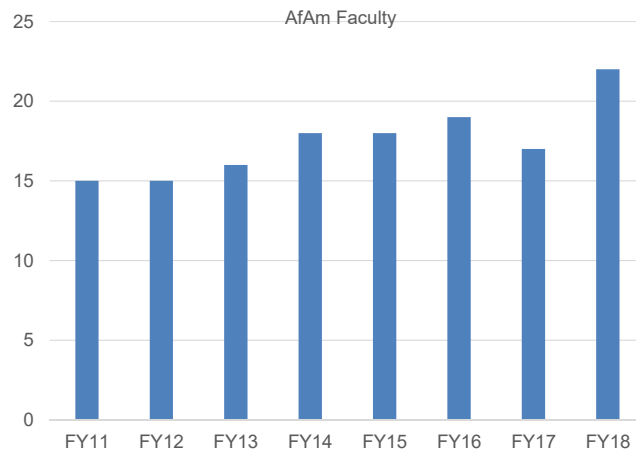
NC STATE UNIVERSITY Humanities and Social Sciences

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Proportion of Female and URM T/TT Faculty



African-American T/TT Faculty



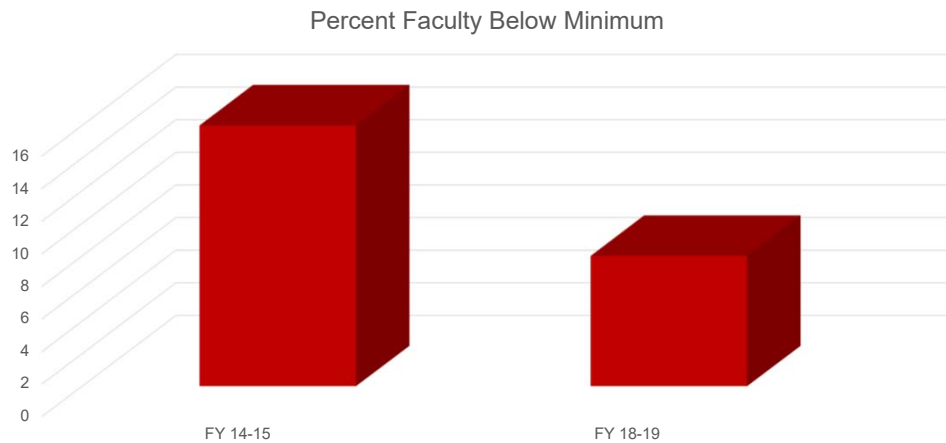
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Critical Challenge No. 4: Fairness in Compensation Across Units

- Challenge: Units with relatively high numbers of faculty below minimum get less in “equitable” merit exercises
- Response: Work with units (every year) and provost (one year) to target high-performing faculty below minimum regardless of department

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Percent Faculty Below Minimum: FY14-15 vs. FY18-19



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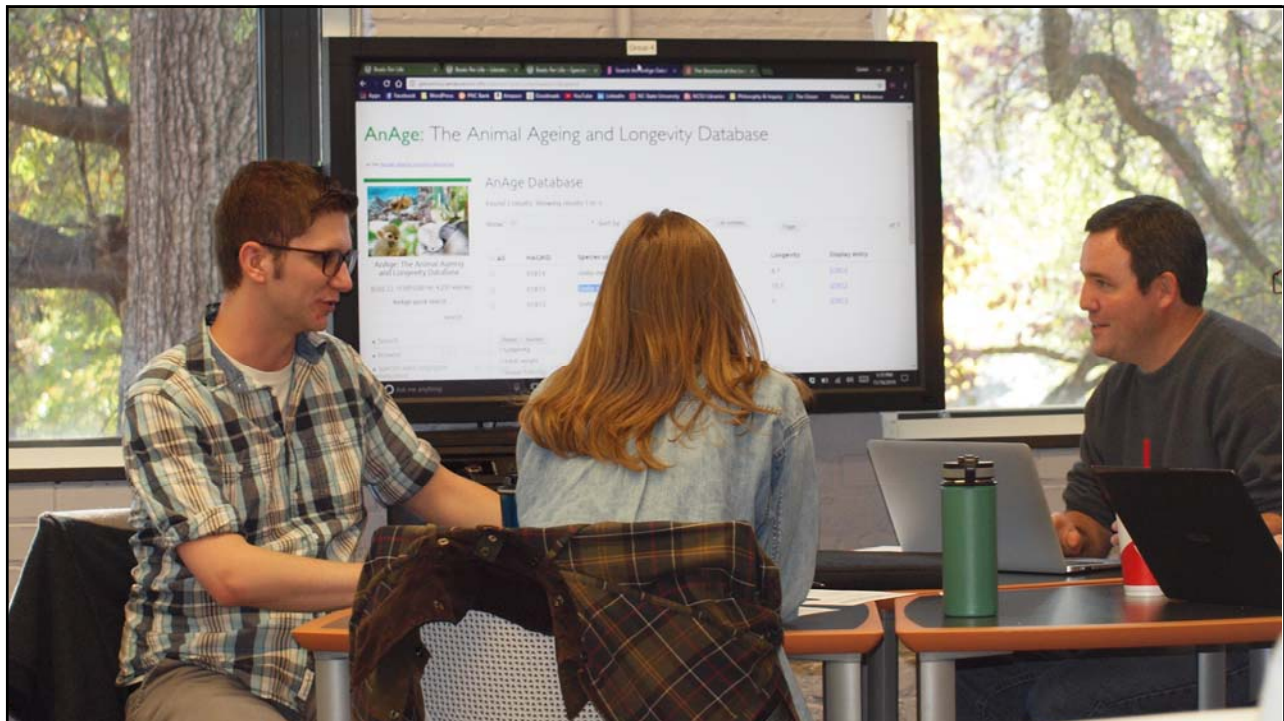
University Strategic Goal

**Enhance Student Success
Through Educational
Innovation**

Study Abroad in Morocco



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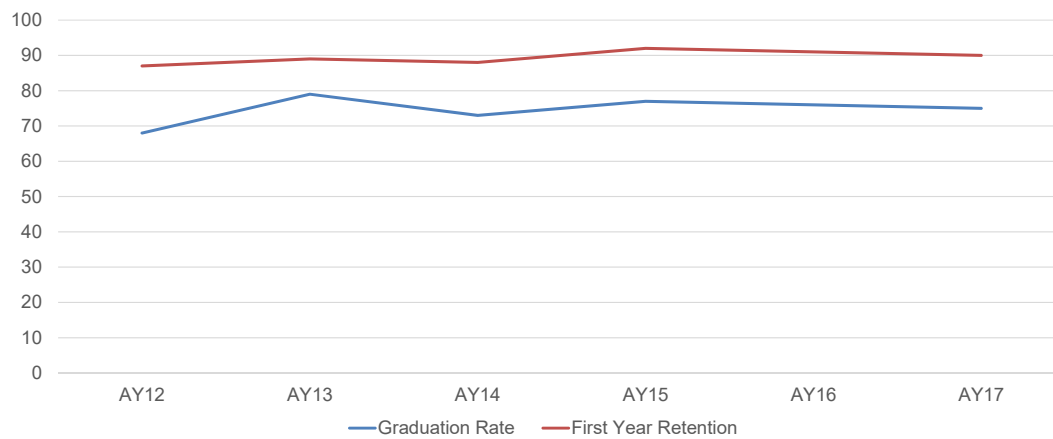


Interning at the United Nations

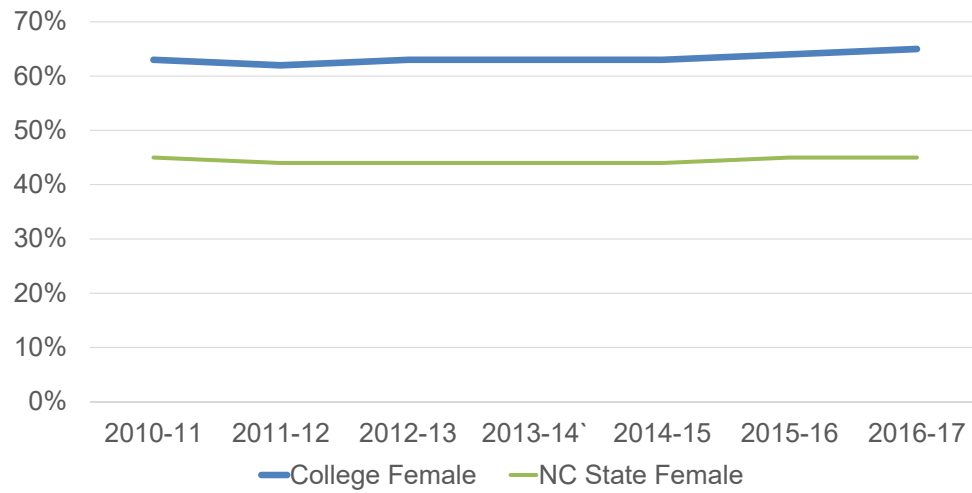


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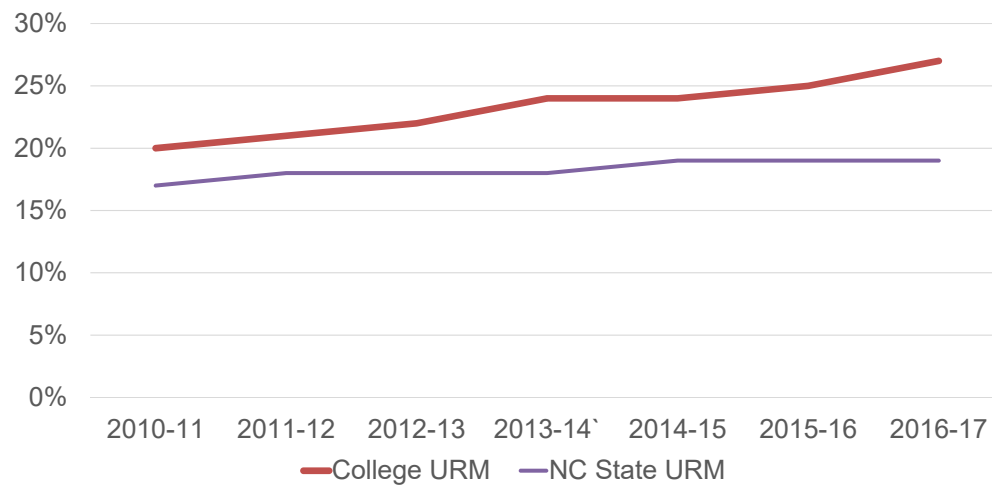
UG Student Success



Female students

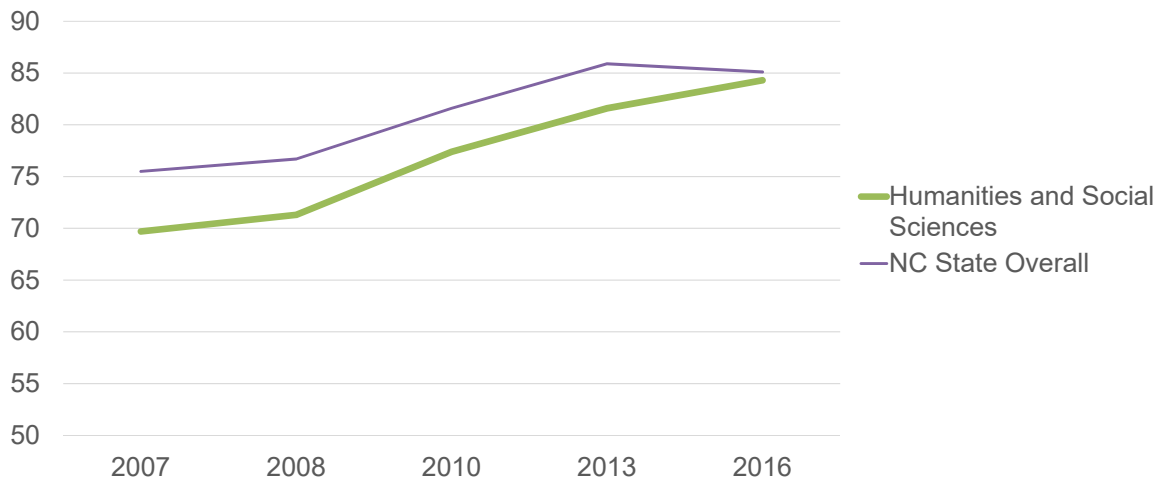


Underrepresented Minority Students



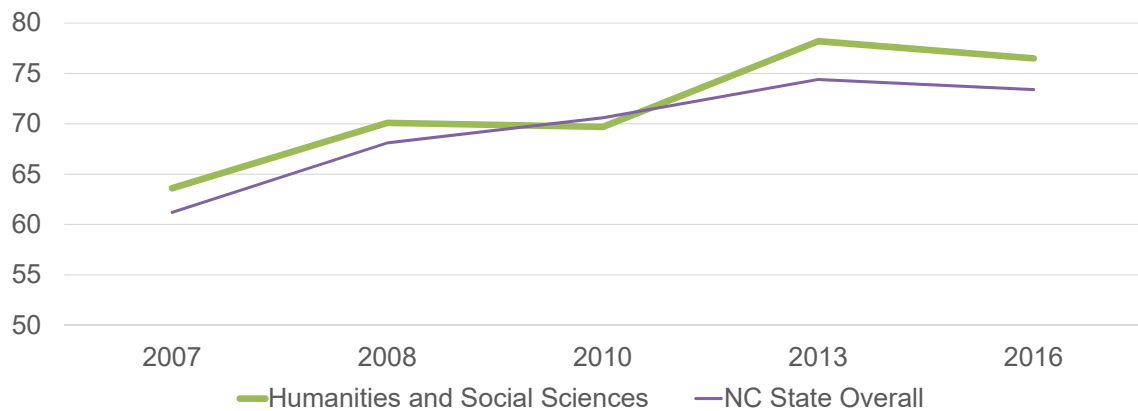
Graduating Senior Surveys 2007 - 2016

Would Choose to Attend NC State Again



Graduating Senior Surveys 2007 - 2016

Meeting Needs for Intellectual Growth Very Well

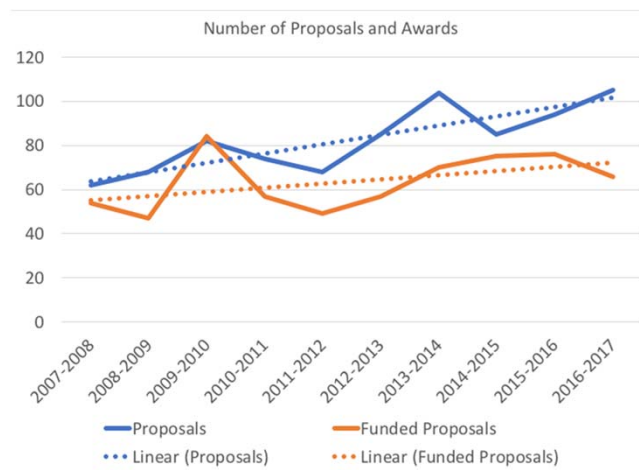


University Strategic Goal

Invest in Faculty and Infrastructure to Enhance Scholarship and Research

NC STATE UNIVERSITY Humanities and Social Sciences

Proposal Volume: Steady Increases

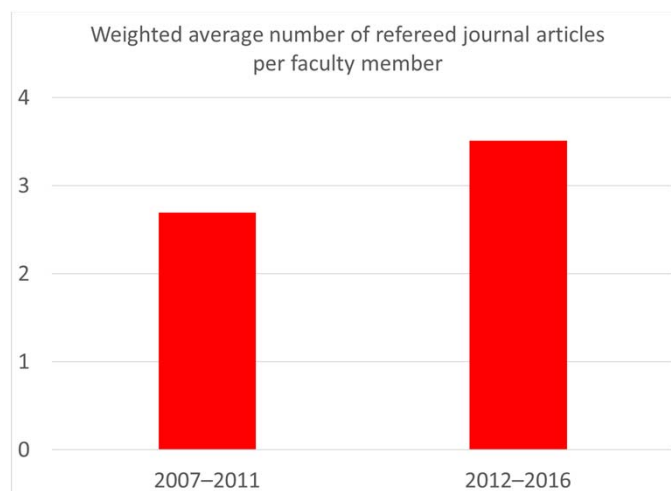


Institutional and Federal R&D Expenditures in the Humanities, FY 2016 (Thousands of Dollars)

Institution	Federally Funded Humanities R&D	ALL Humanities R&D	% Federally Funded
North Carolina State U.	984	4,550	22%
U. North Carolina, Chapel Hill	362	4,409	8%
Duke U.	1	1,395	0%

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Scholarly Productivity



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Outstanding Faculty Awards 2013-2018



- NHC Fellowships (6)
- ACLS Fellows (6)
- Fulbright Scholars (7)
- North Carolina Award for Public Service
- Gov. Holshouser Award
- BOG Teaching Award
- ... and many more!

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Broad Field Faculty Awards

Broad Field	Percentile: Percent of Faculty with Awards	N of Institutions	N of faculty in comparison group
Humanities	81	231	22,688
Engineering	76	224	25,604
Physical and Mathematical Sciences	72	257	32,375
Social and Behavioral Sciences	71	278	25,732
Agricultural Sciences	67	60	5,157
Education	55	209	8,220
Natural Resources and Conservation	23	127	5,257
Business	10	147	8,442

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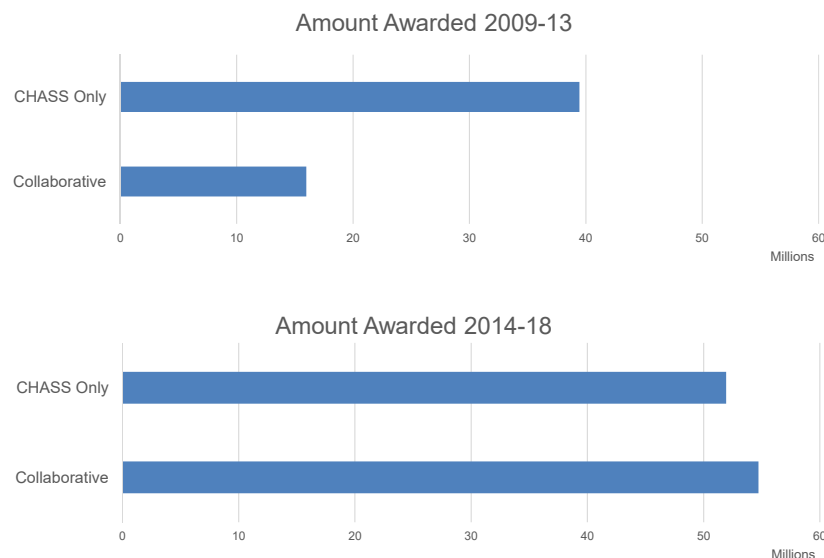
University Strategic Goal

Enhance Interdisciplinary Scholarship to Address the Grand Challenges of Society

NC STATE UNIVERSITY Humanities and Social Sciences

Humanities and Social Sciences:
Increasing Participation in
Interdisciplinary
Sponsored Projects

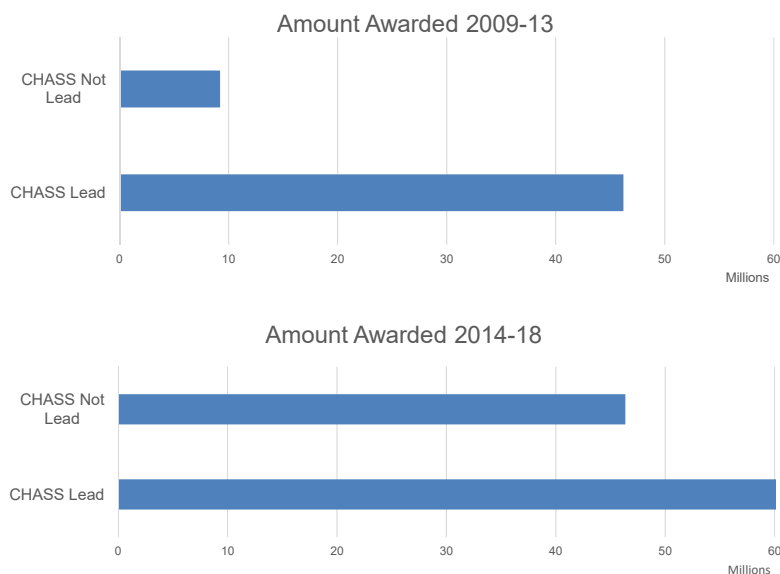
In 2009-13, in dollar value, 29% of CHASS projects were collaborative with other colleges. In 2014-18, 51% were collaborative.



In 2009-13, 83% of projects in which CHASS was involved were led by a CHASS PI; only 17% of those projects were led by a non-CHASS PI

In 2014-18, 43% of the projects in which we are involved are led by non-CHASS PIs

CHASS is better known, is building better connections, and is adding value to collaborative research



Participation in CFEP (Cluster) Hires

	First Round	Second Round
Clusters Led		<ul style="list-style-type: none"> Leadership in Public Science Visual Narrative
Clusters in Which We Participated	<ul style="list-style-type: none"> Digital Transformation of Education Genetic Engineering and Society Forensic Sciences 	<ul style="list-style-type: none"> Global WASH Sustainable Energy Systems and Policy
Cluster Hires	DTE: Azevado (PSY) FS: Juarez (SOCANT) GES: Kuzma (SPIA)	GW: (Pending, SOCANT) LPS: Goodwin (Comm) SESP: Galik (SPIA) VN: Freitas (History)

Cracking the Code: Recognizing the “Face” of Arabic



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Talking Black in America



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Bringing Scholarship to the Table: Food and Housing Insecurity on Campus

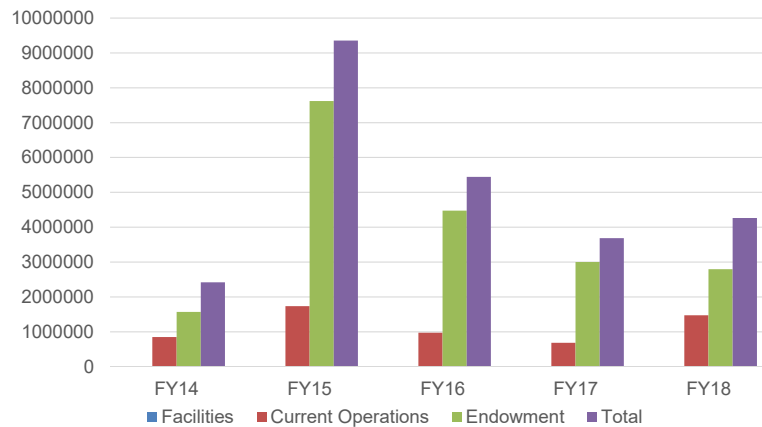


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University Strategic Goal

**Enhance Local and Global
Engagement Through Focused
Strategic Partnerships**

Gifts and New Commitments Since FY14



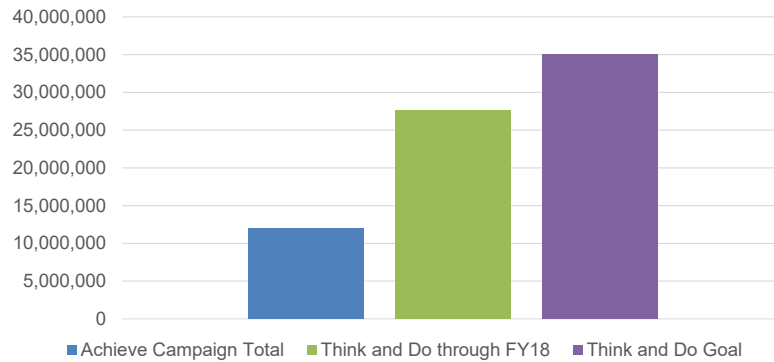
Endowment and Planned Gift Growth

	FY10	FY14	FY18	Percent Change
Total Number Endowments (not including Planned Gifts)	90	107	120*	33%
Total Number Planned Gifts	20	39	70	250%
Total Number Distinguished Professorships	4	5	6	50%

Key gifts include support for Dean's Scholar Recruitment and High-Impact Experiences, Faculty Research, Graduate Student Support and creation of the Khayrallah Center for Lebanese Diaspora Studies and related Dist Prof.

* 7 additional funds are currently building to endowment level.

Campaign Fundraising Status



College has raised \$27.6M of \$35M goal – 38 months to go to end of campaign.
Achieve Campaign total was \$12M.

Partnerships to Build the Future



Making Communities — and Jails — Safer for All



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Takin' it to the Streets: Street Smarts and the Arts



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VOLAR



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Public History in Prague



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Publicly–Engaged Humanities Projects

Institution	Number of Projects
North Carolina State University	19
UNC Chapel Hill	18
Duke University	7
East Carolina University	5
UNC Asheville	4
Appalachian State University	3
Wake Technical Community College	1
Wake Forest University	1
Davidson College	1
UNC Wilmington	1
Grand Total	60
Source: https://humanitiesforall.org/	

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Makerere University



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What's The Future?

NC STATE UNIVERSITY Humanities and Social Sciences

Critical Issues in the next 3-5 Years

- Responding to External Forces
 - Ex.: BOG/NCGA funding amounts/processes; shifts in policies (e.g., AP)
- Advancing space concerns
 - College is last among units on campus for proportion of space allocated
 - Need to capitalize on Engineering shift to Centennial to increase, consolidate and maximize space
- Compensation of faculty
 - Security and career pathways for NTT colleagues
 - Competitive funding for all faculty (T/TT and NTT)
- Recognizing and celebrating our success!

Questions?

Think and Do

