

College of Humanities and Social Sciences 2011-2012 Annual Report

North Carolina State University

Jeffery P. Braden, Dean

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NC State University's College of Humanities and Social Sciences (CHASS) respectfully submits this annual report to the Office of the Provost. CHASS contributes to the university's strategic goals by enhancing the success of our students through educational innovation; through faculty contributions to scholarship and research; by producing strong interdisciplinary scholarship and research programs addressing social challenges; by enhancing local and global engagement through educational programs and focused strategic partnerships here and abroad; and by working aggressively to improve organizational efficiency.

Changes in the Service Environment

Three factors stand out in our service environment: (1) restructured business services, (2) continued demand for our academic programs, and (3) the continued need to connect faculty (especially in the humanities) with doctoral students. The implications of each factor for the college and university appear below.

Reorganization of business services. CHASS leadership planned for a substantial restructuring and reduction (more than \$400,000) in business services last year, and implemented those changes this year. Although implementing the restructuring has had its problems, the college managed to achieve savings and reductions in staff without severely compromising continuity of services. As a result, central administrators are working with the college to consider what "lessons learned" can help with the university's efforts to restructure business services.

Continued demand. Our college continues to award more undergraduate degrees than any other on the campus. In fact, this year we awarded more than 1,200 degrees, an increase of nearly 20% over previous years. As is true in past years, demand for courses continued to increase despite reductions in funding and faculty. However, the college instituted a policy to invest dollars returned due to tenure-track faculty resignations and retirements back into new tenure lines, which placed increased pressure on other portions of our budget (most notably, support staff and non-tenure track faculty). CHASS graduate enrollments continue to follow a 10-year growth trend, both at the master's and doctoral levels. Growth in other colleges (+29% over the past decade) also impacts our college; undergraduates in other colleges typically take more than 10% of their coursework in CHASS. We are also the largest recipient of internal transfers from across campus, meaning we play a unique role in helping students toward graduation.

Engaging faculty in doctoral education and research. At the conclusion of this year, we remain stalled on our proposals for new PhD programs in Public History and Sociolinguistics (although it is possible action may be forthcoming on the Public History proposal). Inaction on these items impairs our ability to meet our proposed enrollment projections, as those projections had assumed new doctoral programs would exist. We have discussed alternate means to increase faculty contact (especially those in humanities disciplines) with doctoral students, including creation of an “umbrella” PhD degree, and expansion of existing programs (e.g. CRDM) to accommodate new emphases (e.g., Digital Humanities). We do hope to work with university administration to press UNC-GA for a decision on the PhD in Public History proposal within the next academic year.

Major Initiatives

Despite the challenges in our service environment, our college has undertaken major initiatives to advance the university’s strategic plan. In addition to reorganization of business services and expansion of doctoral, research-extensive programs described in the previous section, CHASS has initiated or continued these major programs:

- Ruth Gross, Department Head, Foreign Languages and Literatures, has been elected president of the UNC system-wide Language Assembly, aimed at sustaining and advancing our capacity to support globalization priorities on our campus and throughout the state through strategic analysis and alignment of foreign languages needs and resources. UNC President Ross and Vice President Ortega made the initiative a focal point of the spring 2012 meeting of the Board of Governors. Progress continues under the leadership of Dr. Gross and Dean Braden and now includes collaborative offerings among eight campuses in five different languages at graduate and undergraduate levels. Additionally, we have been remarkably successful in collaborations with Ft. Bragg and ROTC in providing critical language training, which has resulted in more than \$3.5M in extramural funding over the last two years.
- The college culminated two years of effort in responding to the university’s strategic plan by holding discussions at regular faculty meetings, creating a faculty survey, and otherwise exploring top priorities for the college to help the campus achieve its goals. These efforts are summarized in a document submitted to the provost (The CHASS Response to the University Strategic Plan), and will therefore not be described here. Key areas of emphasis include interdisciplinarity, in which the disciplines within the college can function as the “glue” that holds together interdisciplinary efforts, and leveraging its assets in languages and literatures, culture, history, anthropology, communication, political science, and religious studies to build capacity for global partnerships.

Diversity: Initiatives and Progress

The college continued to recruit and retain a diverse student body and largely maintained diversity within its faculty and staff. We served as a campus leader in providing intellectual and scholarly content related to diversity, including seminars, films, and lectures devoted to international perspectives, the history of civil rights, hip hop, and more. These programs are provided across the college, but are most often associated with Interdisciplinary Studies (which includes programs in Africana Studies and Women's and Gender Studies) and Social Work.

Student diversity: CHASS has one of the most diverse student populations at the university. In the past five years, the percentage of undergraduate and graduate students from under-represented groups has steadily increased. From 2007 (fall) to 2011 (fall), the percentage of undergraduate students from underrepresented groups jumped from comprising 17.5% to 21.6% of the total undergraduate student population in CHASS. There were notable and yearly increases among Asian and Hispanic/Latino students, with Asian students increasing from 2.9% to 4.1%, and Hispanic students increasing from 3.1% to 4.6%. It must be noted that the percentage of African-American undergraduates declined over the same five-year period, from 11.4% to 10.5%. CHASS's graduate programs have made commendable gains in increasing the diversity among graduate students. Between 2007 and 2011, the percentage of graduate students from underrepresented groups rose by more than 3%. Specifically, these students comprised 19% of CHASS graduate students in 2007 and 22.3% according to 2011 enrollment data. The Directors of Graduate Programs and faculty have made notable and consistent progress in recruiting African-Americans, Asians and Hispanic/Latino students to their graduate programs. The percentage of African-American graduate students rose from 9.9% in 2007 to 10.7% in 2011; of Asians, from 1.6% to 1.8%; and of Hispanic/Latinos, from 2.8% in 2007 to 4.8%.

Faculty and staff diversity: Despite budget difficulties of the past several years, CHASS has one of the most diverse faculties and administrative staffs at the university. For the entire (522) college employee cohort, 53% (275) are female; 85% (446) are white; and 1% (6) did not report ethnicity. Ethnicity for the 13% (70) of our community who are minority is 3% (16) Hispanic, 7% (35) African-American, 3% (18) Asian, and less than 1% (2) American Indian. The trend line for African-Americans among the tenured and tenure-track faculty is noteworthy. In 2006, 6.1% of the CHASS faculty was African-American. The percentage of African-American faculty members dropped to 5.0% in 2007, and their percentages then remained steady over the next 3 years (2008: 5.2%; 2009: 5.1%; 2010: 5.3%). However, at the close of this year, 7% of T/TT faculty were African-American (slightly above the level in 2006). We expect our hiring in the past year (in which we sought 8

positions, but worked with the provost's office to attract an additional 10 target of opportunity hires) will increase our faculty diversity for next year. We also note progress in diversifying college leadership positions. Of the ten vacancies in leadership positions posted in the past five years, 60% have been filled by women, and 20% by African Americans. Although we appreciate that we have more to do, we are pleased to demonstrate progress in diversifying our faculty and staff despite the budgetary challenges of the past few years.

We have also realized that if we are to make advances within our college and fulfill our obligation as a campus leader in providing scholarly perspectives on diversity, we must have strong leadership and provide adequate support to that leadership. Toward that end, the dean held a number of meetings with faculty who have expertise and experience in diversity issues to help think through how best to structure our resources and organization to achieve diversity goals. Those meetings resulted in the consensus that (a) the college had under-invested in diversity programs, and (b) two individuals (a half-time staff member focused on student diversity issues, and a tenured faculty member focused on intellectual and faculty issues) were needed to lead the college. Those positions will be created and filled in the coming (2012-13) academic year to help coordinate college efforts and advance our diversity goals.

Instructional Program Advances

This year, CHASS responded to the updated information and criteria from the Academic Program Review Committee by noting that its undergraduate and graduate programs were remarkably robust, with those few undergraduate programs identified in the bottom quartile on some indicators also enjoying top quartile ranks on other indicators. None of the programs was low on a majority of indicators; indeed, most metrics showed CHASS to be among the university leaders in efficiency and effectiveness. However, we also appreciate that unit-level data aggregation at the undergraduate level can "hide" some programs that are less efficient and effective than others; CHASS looks forward to working with the provost's office to develop finer-grained, program-level reviews to enhance and improve our performance.

Highlights include:

- The Department of Psychology's Human Factors and Ergonomics Program received accreditation from the Human Factors and Ergonomics Society.
- The Department of Social Work has submitted all documents for the Reaffirmation Self-Study in preparation for the fall 2012 site visit from the Council of Social Work Education for the BSW and MSW Programs.
- Two Psychology graduate programs were ranked within the top 10 in the United States:

- The School Psychology Program was named a “Top 10” program nationally in terms of faculty research productivity (Kranzler et al., 2012).
- The Industrial/Organizational Psychology program was ranked ninth in the nation by the Gourman Report of Graduate Programs (8th ed, published by Princeton Review).

Research and Scholarship

Faculty in CHASS published 19 books, 99 book chapters, 24 edited books, 174 refereed articles, 345 papers and invited talks at conferences, 210 refereed talks and conferences, 58 book reviews, 13 edited journal issues, and 138 other works (poems, short stories, journalistic articles, translations, and technical reports) this year. In addition, faculty have a high number of works accepted for publication (58 books, 86 book chapters, 95 articles, and 31 encyclopedic entries in press) as of this writing. CHASS faculty also serve as editors or on editorial boards of many scholarly journals.

Faculty also submitted approximately 61 proposals, requesting approximately \$15.8M of extramural funding. For FY 2012, 43 projects were funded for a total of \$7.5M. Of the 43 awards received, 17 were federal (\$4.1M) and 26 were non-federal (\$3.4M). It is worth noting that these figures are for projects for which a CHASS faculty member is a principal investigator. If we consider all projects in which a CHASS faculty member is a PI or co-PI, 75 projects were funded for a total of \$13M.

The following examples highlight new and ongoing research in CHASS that will receive considerable attention from the global research community.

- The Department of Foreign Languages and Literatures secured over \$2M in funding for Project GO, a program of foreign language instruction for members of the armed forces.
- The Center for Family and Community Engagement (CFACE) secured \$844K for projects in human services, including a project on promoting Strong Fathers and on “Fostering Youth Educational Success.”
- Branda Nowell (Public Administration, within the School of Public and International Affairs) with her colleague Toddi Steelman (College of Natural Resources), received a \$350K grant from the National Science Foundation to study how the actual network of firefighters and their managers work to respond to wildfires, particularly in the Western states.
- Tim Stinson (English), was awarded a \$150K grant from the Mellon Foundation to launch an online resource for medieval subjects, including literature, history, theology, architecture, art history and

philosophy. This project will greatly enhance research at NCSU while positioning the university as a leader in facilitating research by scholars around the world.

Extension

CHASS faculty engage with state, national, and global communities. They volunteered on boards and advisory committees, made hundreds of media appearances, offered commentaries, wrote op-ed pieces and blog entries, and gave public and organizational presentations. CHASS faculty appeared regularly in print and electronic media, including MSNBC, NPR, The Chronicle of Higher Education, Discovery News, the News and Observer, and WUNC radio's program "The State of Things." Musical concerts brought national and international guest artists to campus, while the Film Studies program, the Middle East Studies program, and Africana Studies all hosted film series around relevant topics. Our faculty judged poetry contests, consulted with agencies of the U.S. federal government and nonprofit task forces. Faculty organized and gave workshops, readings, concerts, and symposia.

Specific examples include the following:

- CHASS students are involved in extension and engagement. For example, MPA and MIS students provided help to local governments and nonprofits valued at \$51K; social work students provided more than 38,000 hours of service to more than 65 different agencies.
- The Africana Studies Program held its second annual "university in the community" forum. "The School to Prison Pipeline" was cosponsored by Great Schools in Wake and Legal Aid's Advocates for Children's Services office.
- Michael Cobb (Political Science) continued to develop his "Pack Poll" that gave political science students hands-on experience in survey research, with results published in *The Technician* and reported in the *News and Observer*.
- The Institute for Nonprofits was awarded more than \$390K in new funding this year for programs and projects that build the capacity of nonprofits and their leaders. The Institute launched a seven-month long, highly successful leadership development program for Habitat for Humanity executives from across the country which will be repeated in future years.
- Professor of History Akram Khater, Director of Middle East Studies, is directing the Khayrallah Program for Lebanese-American Studies to research, document, preserve, and publicize the history of the Lebanese-American community in North Carolina from the 1890s through the present. With the help of the English Department's Language and Life Program, Khater produced "Cedars in the Pines," a

documentary film about this important population. The one-hour film premiered in March to a sold out auditorium at the NC Museum of History in downtown Raleigh. The film is slated to run on WUNC-TV.

- The Arts Studies program, led by Rodney Waschka (Interdisciplinary Studies), directed the Arts NOW! Series, the only faculty-directed performing arts series on campus to bring national and international guest artists to the university audience. This year's series included three concerts and one lecture.
- International Studies cosponsored the NCSU presentation of "Poetic Portraits of a Revolution" featuring student poets providing "spoken word" on the revolution in Egypt.

CHASS Contributions to the University's Strategic Goals

Enhance the success of our students through educational innovation.

CHASS has been active in promoting student success at the undergraduate and graduate levels. In response to assessment data which suggests that high impact learning experiences are significant to undergraduate student success, the college successfully piloted the following initiatives this year.

- We created and implemented a CHASS first year course devoted to both aiding students in their transition to college by providing access to service and networks and also introducing them to intellectual inquiry in the college, using an inquiry-guided model of engagement.
- We convened a working group of faculty to explore how to incorporate intellectual entrepreneurship into college-wide curricula and research.
- We pioneered a new "Interdisciplinary Liaisons" project in 2011-12 that paired 12 faculty from different departments—many from across college boundaries—so they could bring their disciplines to each other's classrooms. The project culminated in a panel discussion called "They Came from Other Colleges." The project successfully jump-started cross-disciplinary collaboration for instruction and will continue next year in a similar format with shared support from PAMS.
- With support from the provost's office, we created a postdoctoral teaching fellow position to enhance the partnership between the college and the Alexander Global Village living and learning community. Dr. Jesse Crane-Seeber was hired and is serving as the scholar in residence in the Global Village while gaining valuable teaching experience in International Studies and Political Science at both the graduate and undergraduate level.
- Working with the Office of International Affairs and the Registrar's Office, and with support from Cindy DeLuca (Enrollment Management), CHASS developed an Academic English Program (AEP) to support the success of students transitioning from the Intensive English Program into NC State courses for the second summer session of 2012.

In response to national data regarding doctoral program completion/success, the doctoral granting programs in the college have pursued the following to provide more funding opportunities and to enhance advising and professional development, both of which are key factors identified as predictive of success:

- Pursued a partnership with SAS to fund doctoral students and their research. This opportunity would be available to any of the four doctoral programs in the college on a rotating basis. Our doctoral program in Communication, Rhetoric, and Digital Media (CRDM) will be the first program to participate, beginning in 2012-2013.
- Developed a process with the Graduate School to enable students in the School Psychology track to complete both their dissertation and their required internship in a timely manner.
- Encouraged all doctoral programs to provide professional development and mentoring through a combination of website content, systematic annual review of graduate students, and use of professional development seminars.

Enhance scholarship and research by investing in faculty infrastructure:

The CHASS research office funded four FRPD (Faculty Research and Professional Development) awards, totaling \$16K to kick-start research projects, and 12 Supplemental Research Awards (SRAs) for a total of \$36K. FRPD awards are remarkably helpful to faculty and to the college because the university provides 75% of the funding, thereby multiplying the effect of college research funding. SRA awards provide similar support for innovative projects and for important projects where external funding is not often available. SRA awards require a small college match, again leveraging overall college resources.

Where funds were available, the college supported faculty travel, particularly for the purposes of visiting funders, developing and submitting grant proposals, and for pursuing research opportunities that derive from existing funded research projects. We identified funding sources to support our faculty's summer research projects, largely through summer salary supplements for faculty who have well-defined and justified research projects during the summer.

We used additional funds to support faculty research and travel, particularly for faculty whose research requires extended access to sites away from campus for their data collection (e.g., archeological digs, interviewing indigenous peoples, access to archives). We also used college funds to continue our collaboration with such important research organizations as the Triangle Institute for Security Studies (TISS), the Triangle Census Research Data Center, and the Folger Library.

Enhance interdisciplinary scholarship to address the grand challenges of society:

CHASS worked to develop interdisciplinarity across undergraduate instruction, research, and doctoral education domains. As suggested by the provost, the humanities and social sciences function as the “conceptual glue” to hold together disparate disciplines as they address common questions and problems. Here are some ways in which CHASS draws together and sustains interdisciplinary collaborations in instruction, research, and doctoral research and education:

- The college is involved with three [cluster hires](#) with funding from the Chancellor’s Faculty Excellence Program:
 - **Safety and Security:** a new Forensic Sciences Institute will involve faculty from CHASS (Ann Ross, Anthropology), CALS, Textiles, and PAMS by hiring four forensic scientists with expertise in forensic human DNA, evidence standards and disaster preparedness, textile analytical chemistry, and statistics. These new faculty members will join existing faculty to form the core of a new Forensic Sciences Institute that will help transform forensic research, accredited education, and training within our state and nation.
 - **Genetic Engineering and Society:** Three faculty members will be hired in the social sciences and humanities with expertise in cultural, policy, and economic aspects of genetically modified organisms. This cluster hire will enable NC State to build upon a National Science Foundation IGERT (Integrative Graduate Education and Research Traineeship) grant titled “Genetic Engineering and Society: the case of transgenic pests” that includes faculty from CHASS (Nora Haenn, Anthropology/Interdisciplinary Studies; Bill Kinsella, Communication), Natural Resources, CALS, and PAMS.
 - **Digital Transformation of Education:** This cluster will build on NC State’s significant strengths in technological innovations for education and its multidisciplinary collaborations. Research, development, and outreach will address changes needed within our education systems to prepare students for the digital world. Four new faculty will extend NC State’s expertise in advanced analytics applied to educational measurement and student assessment, intelligent tutoring systems, the technologies of virtual games, and research on cognition and human factors within technology-enabled learning environments. CHASS faculty members Doug Gillan, Jason Allaire, and Anne McLaughlin (all from Psychology) are working with colleagues in the Colleges of Education, Engineering, and Design.

- The Institute for Nonprofit Research, Extension, and Engagement (INPREE) engages more than 450 scholars across campus in studying nonprofits and social entrepreneurship, and has obtained more than a dozen externally funded projects.
- The college supports interdisciplinary studies in nuclear security, energy, and related issues through, among other programs, the NCSU/Triangle Institute for Strategic Studies Energy Forum and an ACC-sponsored conference on the future of nuclear power and fracking in North Carolina.
- A group of faculty led by Tim Stinson garnered a substantial grant from the Mellon Foundation in support of digital humanities.
- CHASS leadership (Dean Jeff Braden; Tony Harrison, Dept. Head, English; and Jonathan Ocko, Dept. Head, History) coordinated our university's participation in an effort led by the National Humanities Center to create a Triangle Digital Humanities Collaborative, which is continuing into the next year.

Enhance organizational excellence by creating a culture of constant improvement:

The college focused on continuing to improve in two major areas: business services, and assessment and improvement of academic programs. The reorganization of business services has been described elsewhere in this report. It is worth noting that part of the reorganization included the creation of a Business Services Advisory Board to ensure responsiveness and accountability to constituents. The board includes staff, faculty, administrators, and an external member of the business community, and meets regularly to identify problems and propose solutions to business reorganization challenges.

The college also continued to improve academic services. Examples include:

- We created and filled a post-doc position to enhance International Programs and initiatives in the college; the post-doc lived in residence at Alexander Global Village, and coordinated academic and student life programs between our college and “the village.” We are considering expanding our shared residence hall/college collaboration to include a focus on language acquisition and use.
- We continued to fine-tune our newly restructured CHASS courses and curricula committee and all CHASS graduate committee meetings. We have dramatically reduced time spent reviewing course action forms (all forms are pre-reviewed/approved for accuracy prior to meeting). Academic Affairs also funded reviews of each department's distance education (DE) program.
- The college piloted a first-year course in fall 2011 featuring the intellectual work of CHASS faculty. This course was designed to enhance interdisciplinarity, increase retention and encourage student

success. Student feedback suggests the course met its goals, and we have tentative plans to expand the course for fall 2012.

- We completed an alumni survey focused on learning outcomes related to oral presentation, writing, critical thinking, disciplinary integration, and cultural competencies gained through CHASS undergraduate degrees/coursework in spring 2012. Preliminary results suggest our graduates perceive the college to have been remarkably successful in achieving its goals, and that our alumni rely on these skills on a daily basis in their work and personal life.
- CHASS piloted an Intellectual/Social Entrepreneurship Working Group to build new avenues for expanding the intersection between teaching, scholarship, and community engagement.

We enhance local and global engagement through focused strategic partnerships:

- [Botswana](#): CHASS faculty James Kiwanuka-Tondo (Communication), Sheila Smith McKoy (Africana Studies/English) and Craig Brookins (Africana Studies/Psychology) are among those who worked to establish stronger ties in Southern Africa that resulted this year in a signed MOU with the University of Botswana to promote academic exchanges and research collaboration.
- [Peru](#): Nora Haenn (Anthropology/Interdisciplinary Studies) is assisting the IGERT program (Integrative Graduate Education and Research Traineeship), including teaching a course in Peru to help students understand the norms, values, and beliefs that influence perception of transgenic mosquitoes.
- England: The Film Studies program is pursuing a collaboration with the University of Surrey, which would expand our existing partnership beyond the dual degree program that we already share with the Masters of International Studies program.
- Brazil, Ghana: Our Africana Studies program is pursuing collaborations with universities in these nations.
- Brazil: Political Science faculty (professors Mark Nance, Clifford Griffin, and Michael Cobb) collaborated with colleagues at UGPN partner University of Sao Paulo to develop international public opinion polling to survey attitudes toward international business issues.
- In September 2011, CHASS and our Department of Foreign Languages and Literatures received a one-year \$1.7M pilot grant from the Defense Language National Security Education Office to establish a Language Training Center here to provide intensive, functional, foreign language and culture training in Arabic, Chinese, Pashto, Persian, Russian, and Urdu, as well as academic course credit and paths to undergraduate degrees, for Special Forces Soldiers at the U.S. Army John F. Kennedy Special Warfare Center and School (SWCS) at Ft. Bragg, NC. The ground was prepared for that award by a very

successful three-year \$800K Project GO grant (2009-2012) from the National Security Education Program to improve critical language and cultural proficiency among ROTC students through summer intensive courses and study abroad programs, and CHASS has just received notification of the renewal of this award for another 2-3 year period.

- CHASS is collaborating in two specific ways with the new Nature Research Center in the Museum of Natural Sciences in downtown Raleigh. First, David Kroll, who holds a PhD in Pharmacology, has been appointed to the dual role of NRC Communication Director and as a professor in English; he will teach a graduate course in science writing this fall. Second, Kroll is coordinating a discussion among Deans Solomon and Braden, members of CHASS with interests in public understanding of science (including Communication, English, and Political Science), and members of PAMS to address how we can ensure the next generation of NC State scientists will have the capacity and commitment to participate in public discourse and understanding of science.

Faculty Honors, Awards and Recognition (Selected)

CHASS faculty received university recognition for their research, scholarship, and teaching. Others were singled out by their peers through college awards. Please visit our faculty awards page at chass.ncsu.edu for details. Some faculty were lauded by professional societies within their disciplines, including the following:

- Lori Foster Thompson (Psychology) was selected as one of five representatives to join the inaugural team from the Society for Industrial and Organizational Psychology (SIOP) to the United Nations.
- Carmine Prioli (English) received the Brown-Hudson Award from the NC Folklore Society that recognizes individuals who have made significant contributions to the transmission, appreciation, and observance of traditional culture and folklife in NC.
- Rick Kearney (Political Science) won the “Outstanding Scholarship in Public Sector Human Resources” award from the American Society for Public Administration.
- William Erchul (Psychology) received the Outstanding Service Award from the American Board of Professional Psychology (ABPP) in recognition of outstanding contributions to ABPP board certification.

CHASS Student Honors (selected)

- 51 students were eligible for Phi Beta Kappa; 26 graduate and undergraduate students were inducted into Phi Kappa Phi
- 34 of this year’s Park Scholars had a CHASS major

- 20 students were Caldwell Fellows
- 106 students participated in the University Honors program
- 289 students participated in the University Scholars program
- Nearly 3,000 students earned Dean's List honors (1,518 in the fall; 1,454 in the spring)

Examples of outstanding CHASS students include the following:

Lindsey Pullum (Political Science) earned the university's prestigious Mathews Medal for her leadership and service.

Heidi Klumpe (English and Chemical Engineering) received a Goldwater Scholarship of up to \$7,500, awarded to outstanding students preparing for careers as scientists, mathematicians and engineers.

Alex Martin (International Studies and Business Administration) won the Binational Business Internship Fulbright Scholarship to Mexico. Only nine such awards are made.

Grad student **Alexander Gloss** (Psychology) was awarded a three-year National Science Foundation Graduate Research Fellowship. He also received the Sidney A. Fine Award for Research on Job Analysis from the Society of Industrial Organizational Psychologists (SIOP).

Matthew Ostrowski (History and Chemical Engineering) also won a three-year National Science Foundation fellowship for graduate research.

Private Sector Fundraising and Advancement Activities

The CHASS Development Office focused much of its effort and time during the 2011-2012 year on making introductions and inroads with our 31,000+ alumni base. As of May 31, 2012, the office had conducted 221 visits with key prospects and alumni, an increase of 187% over last year. In addition to the Triangle community, the Executive Director and Director of Development made visits in Charlotte, Greensboro/Triad, New Bern, Washington DC, and Atlanta, GA, often accompanied by Dean Jeffery Braden.

The college hosted three Advisory Board meetings over the last year. We welcomed Brooks Raiford as president, four new members, and renewed three members for an additional three-year term. We continued our effort to engage board members more fully in the life of the college, and members participated at events ranging from faculty and staff award receptions to poetry readings, documentary screenings and department conferences. A focus on securing a commitment from board members to support the college at a leadership level (\$1000 and above) resulted in a current success rate of 88%, up from 50% from last year's membership.

The college honored our distinguished alumna, Nora Shepard, at the annual Alumni Association Evening of Stars Gala in January. In addition, our nominees for Meritorious Service (David and Celia Jolley) and Outstanding Young Alumnus (Daniel Gunter) were selected for honor by the Alumni Association at the gala. The college hosted our annual scholarship event with students and donors in February. In April, we hosted an event at the chancellor's new residence, with retired faculty and board members in attendance.

In addition to enhancing our stewardship process and communications to our donors, the office completed an extensive audit, developed new procedures, and assumed overall management of the college scholarship process, teaming with the dean's office, individual departments, and finance personnel to ensure awards were made accurately and in a timely manner, including the notification of awards to students.

As of May 31, 2012, new gifts and commitments to the college were down 21% as compared to 2010-2011. Gift receipts and pledge payments were down 23% over the same period. Highlights for the year included the creation of four new endowments, a significant charitable remainder trust from a retired faculty member that will provide scholarship and program support to the Department of Psychology, and a generous anonymous gift that will provide program support to the Institute for Nonprofits. The average value of annual giving donations increased to \$72/gift (up from \$55) and the number of donors increased 34.6% over last year.

College Communication

The college redesigned its website this year, working with university communication services to ensure the look and feel of the site reflects that of the university. We published *Accolades*, a 24-page print magazine for our alumni and friends, as well as four electronic e-newsletters. In addition to managing these projects, the director of communication published the electronic "Upcoming in CHASS" each week to promote college events for our constituent groups and for students, and promoted CHASS scholarship, research, faculty, and students through a range of outlets across campus and externally. She utilized social media and the college's billboard system of TV monitors, and created a news blog for the college as ways to share CHASS information and news.

Administration

The following faculty members assumed new leadership roles this year: Karen Young (Psychology), who has served as Interim Assistant Dean of Undergraduate Programs, was named to the role, effective January 1, 2012. Nora Haenn (Anthropology and International Studies) became director of International Studies, taking over from James Kiwanuka-Tondo (Communication). Clifford Griffin (Political Science) was named director of International Programs for the college; Heidi Hobbs (Political Science) held the position previously. Rick

Kearney (Public Administration) stepped down as director of the School of Public and International Affairs. Richard D. Mahoney was named director. New department chairs in Public Administration (Jerrell Cogburn) and Political Science (Trace Reid, replacing Bob Moog) will begin their terms in the fall 2012 semester. On the staff side, Hope Ziglar became the college's student services manager in January, following Darnell Johnson's retirement.

Concerns and Recommendations for the Future

During 2012-13, CHASS will focus on a number of goals, including the following:

- Align our college's long-term plans with the university's strategic plan to guide program, personnel, and resource allocation decisions.
- Lead the university in collaborating with other units to bring the first Business Operations Center (BOC) on board.
- Depending on decisions made whether to move ahead or table the request for a PhD in Public History, devote our energies to either creating the public history program or developing an alternative proposal for an interdisciplinary PhD centered in the humanities.
- Continue to invest in the scholarship and research of our faculty with available funds while reinvesting funds freed up from tenure line resignations and retirements in new faculty hires.

The CHASS budget has not kept pace with the demands placed on it. CHASS has expanded its research, graduate programs, certificates, majors, and distance education initiatives to support NC State's strategic plan, despite reductions in financial resources and continued space limitations for faculty, graduate students, and research. Although we completed an aggressive reorganization of our business services within the college to realize additional savings for non-core activities, the depth of reductions over the past three years has reduced our core activities. We will work with our students, their families, and our faculty and staff to ensure that the difficult choices we make regarding resource allocations leave us in the best position possible to continue serving our university and advancing its reputation as a doctoral, research-intensive campus.