

## **College of Humanities and Social Sciences 2014-2015 Annual Report North Carolina State University**

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NC State University's College of Humanities and Social Sciences respectfully submits this annual report covering the 2014-2015 fiscal year to the Office of the Chancellor. Our college contributes to the university's strategic goals as we enhance the success of our students through educational innovation; as we create excellence in research and scholarship through investments in faculty and infrastructure; as we produce strong interdisciplinary scholarship and research programs that address social challenges; as we enhance our organizational excellence by creating a culture of constant improvement; and as we enhance local and global engagement through focused strategic partnerships.

Here are some ways in which Humanities and Social Sciences has contributed to the university's strategic goals over the last fiscal year:

### **1. Enhance the success of our students through educational innovation.**

Our college has been active in promoting student success at the undergraduate and graduate levels. In response to research that identifies factors that influence student success, the college successfully piloted the following initiatives this year.

- Expanded investment in high impact educational experiences, including the following:
  - Undergraduate research: secured NC State Foundation funds and supplemented with additional gift money to support nine undergraduate research projects involving 19 students and nine faculty mentors (Total funds distributed: \$14,548).
  - Study abroad: secured new scholarship commitments and supplemented existing support with \$11K of enhancement funds to support 10 study abroad students; \$10K to Jefferson Scholars to support travel.
  - Internships: courses offered in ENG, COM, SPIA, SW, and PSY
  - Engaged/service learning: courses offered in COM, PSY, SW, PS, HI
  - First-year seminar: HSS 120
  - Writing intensive courses: ENG 101, 33X, upper division undergraduate courses in all disciplines
  - Capstone courses/projects: required in most undergraduate majors and in our Master's of Liberal Studies graduate program.

- Increased collaborative student projects via the Institute for Nonprofits: social entrepreneurship initiative, minor internships, capstones; Audacity Factory; Entrepreneurship Initiative.
- Strategic fundraising focus on endowments to support high impact learning experiences in general and study abroad in particular. The college has added nine endowed scholarships, and building to endowment funds totaling over \$260,000 toward high impact learning experiences in the pre-launch campaign phase.
- Creation of Dean's Scholarship Program to attract the best and brightest students to the college. Funded through gifts to the college enhancement fund, the scholarship will provide a freshman merit award along with a high impact learning award during the junior or senior year.
- Sustained efficient allocation of college and provost one-time resources to support college and university goals for ensuring course availability and maintain or reduce time-to-degree.
  - College sections were filled at rates higher than the university average at all levels across all 11,276 sections offered over the past five years. The number of sections below the minimum enrollment was 757, or 6.3%, which compares favorably to the university average of 9.3% of sections below the minimum. Additionally, at least one third of those below the minimum were 499 courses (i.e., independent study), meaning the proportion below the minimum is overestimated.
  - The college maintained efficient and effective stewardship of its funds across lower division and upper division undergraduate courses, suggesting units did not sacrifice GEP courses in favor of maintaining "boutique" seminars or privileging its majors.
    - Between fall 2009 and spring 2015, the college offered 236,158 seats in lower-division courses. At the end of the term, 209,430 (88.7%) of those seats were filled. The university norm for seat use in similar courses over that time was 84.1%.
    - Between fall 2009 and spring 2015, the college offered 147,995 seats in upper-division courses. At the end of the term, 123,201 (83%) of those seats were filled. The university norm for seat use in similar courses over that time was 75.4%.
- Continued to increase graduate student support in ways that support both graduate and undergraduate student success.
  - Funded four TAs in the dean's office for intrusive and drop-in advising; TAs also assist with HSS 120, the college freshman seminar that meets the

Interdisciplinary Perspectives requirement and introduces students to the faculty and intellectual life of the college.

- Increased use of master's and doctoral teaching assistants to support ENG 101, 287, 288, 33X and COM 110 courses.
- Deployed (for the first time) Public History doctoral teaching assistants to support writing-intensive History courses.
- Assigned doctoral students in Public Administration to teach courses in the Leadership in the Public Sector undergraduate degree completion program.
- Deployed qualified doctoral students in the Communication, Rhetoric and Digital Media program to teach courses in the expanding interdisciplinary Science, Technology and Society program.
- Doubled support for graduate students in SPIA to travel to conferences to present their work.
- Sustained our excellence in student advising.
  - For the fifth year in a row, an advisor from our college (Susan Navy-Davis) won recognition at the university and national (NACADA Certificate of Merit) levels.
  - SPIA invested in two professional advising positions in Political Science to upgrade student advising in order to improve six-year graduation (now trending to 81%).
  - IDS created/hired a director of undergraduate advising to enhance time to degree.
- Consolidated our role as a college critical to, and committed to, student success.
  - Our college is the largest net “importer” of intra-campus transfers and has the highest intra-campus acceptance rate among all colleges.
  - We increased the number of baccalaureate, master's and doctoral degrees awarded over the past five years.
  - Improved our annual retention and time-to-degree metrics among undergraduate and graduate students.

## **2. Enhance scholarship and research by investing in faculty infrastructure:**

- Aggressively reinvested funds into faculty lines, resulting in slight increase in T/TT faculty over the past five years in the college, slightly beating the university trend of decreasing numbers.

- Placed a strategic focus on doubling endowed professorships which we accomplished during the pre-launch campaign phase (i.e., we created endowed professorships in Lebanese Diaspora Studies and in Nonprofit Studies).
- Invested more than \$800K in faculty salary increases in FY 14-15 according to the following priorities:
  - Retention of critical faculty
  - Bringing Professors up to minimum for rank/discipline
  - Easing salary compression
- Aggressively pursued diversity and target of opportunity hires, thereby increasing diversity and leveraging college investments.
  - Two African-American tenure track hires for fall 2015 were fully funded from college sources (Psychology and Social Work); a third (COM) withdrew unexpectedly after agreeing to accept the position.
  - Four African-American tenure track hires for fall 2015 were funded in collaboration with the Provost (FLL, SPIA, ENG, SW).
  - Other target of opportunity hires (primarily to accommodate spouses) were completed on non-tenure track positions in FLL, History, and Soc/Anth.
- Created and established Khayrallah Center for Diaspora Studies and term professorship and assigned space to the new center in a highly visible location in Withers Hall.
- Acquired off-campus space for Office of Research and Engagement (vacating space in Withers Hall given to new center) and two faculty in Psychology (Azevedo and Widman).
- Remodeled/refurbished space in Poe, Tompkins and Caldwell to advance research and increase efficiency.
- Invested in low-cost, high impact humanities scholarship; examples include:
  - Virtual MLK Project seed funding (see <http://vmlk.chass.ncsu.edu/>)
  - Virtual Paul's Cross Project (see <http://vpcp.chass.ncsu.edu/>)
- Invested in hosting scholarly conferences; examples include:
  - LAVIS-IV/SECOL82 sociolinguistics regional conference (see [http://ncsu.edu/linguistics/lavis\\_secol/index.php](http://ncsu.edu/linguistics/lavis_secol/index.php))
  - Society for Historians of the Early American Republic

- Invested in institutional memberships and support for scholarly organizations that improve our faculty's productivity; examples include the
  - Folger Institute
  - Triangle Institute for Security Studies (TISS)
  - Full Frame Documentary Film Festival
  - Digital Humanities Summer Institute (Victoria, BC)
- Supported faculty engagement with/success in extramural funding at rates exceeding overall rates for all colleges.
- Increased the number of submitted proposals by 43% over 5 years, exceeding the increase among all colleges (4.2%) by an order of magnitude.
- Increased number of received awards: up 24% over 5 years (compared to 8.2% for all colleges).
- Increased number of PIs collaborating with other colleges: up 21% over 5 years (compared to 7.1% for all colleges).
- Increased annual expenditures: up 60% over 5 years (compared to 25.9% for all colleges).
- Supported scholarly research through the Faculty Research and Professional Development (FRPD) mechanism, and through the College's Scholarship and Research Awards (SRA) program.
  - Funded six FRPD projects.
  - Invested more than \$50,000 in SRA and a one-year junior faculty support program.
- Continued to advance NC State's visibility and impact in the humanities and social sciences through support for the NC Life and Language Project at the NC State Fair and the Humanities Extension Program. The North Carolina Language and Life Project, led by Dr. Walt Wolfram (English) released First Language: The Race to Save Cherokee, a film documenting the tribe's efforts to save the Cherokee language from extinction. First Language premiered in November at the NC Museum of History, and has since aired on public television stations. It won the Best Public Service Film award at the 2014 American Indian Film Festival.
- Welcomed seven tenure-track faculty to the college in 2014: Helen Burgess (English), Jeni Burnette (Psychology), Alan Ellis (Social Work), Melissa Hardesty (Social Work), Andrew Johnston (English), Robert Reardon (Political Science), and Kathleen Vogel (Political Science).

- Celebrated our college's newest Distinguished Professor: Juliana Nfah-Abbenyi, English.
- Promoted Faculty: These faculty members were promoted from associate professor with tenure to professor: Barbara Levenbook, Philosophy and Religious Studies; Jason Miller, English; Anne Mitchell, History; Julia Rudolph, History; Tom Shriver, Sociology & Anthropology; and Cat Warren, English. These faculty members were promoted from assistant professor to associate professor with tenure in 2014: Andy Binder, Communication; Christopher Crosbie, English; Sarah Desmarais, Psychology; Paul Fyfe, English; James Mulholland, English; and Rebecca Walsh, English.

### **3. Enhance interdisciplinary scholarship to address the grand challenges of society:**

- Supported college faculty in developing and proposing successful Chancellor's Faculty Excellence Proposals II (i.e., Son of CFEP).
  - Lead clusters on Public Science and Visual Narrative proposals.
  - Contributed support to Global WaSH, Sustainable Energy Development proposals.
- Served as lead college (along with Textiles) on Forensic Sciences interdisciplinary graduate degree proposals:
  - Approval to plan Masters received from UNC-GA.
  - Request for revision for PhD submitted and underway.
- Supported faculty who successfully proposed (lead from Engineering) Center for Nuclear Nonproliferation.
- Continued to invest \$50K/year (in addition to faculty lines, buyouts, space, and other support) into the Genetic Engineering and Society cluster/center.
- Continued to lead Digital Transformation of Education cluster (Azevedo, Psychology).
- Completed a successful five-year review of the Institute for Nonprofit Research, Education, and Engagement.
- Completed a successful seven-year review of graduate and undergraduate programs in English.
- Sustained intellectual leadership in bringing noted historian of science Naomi Oreskes to campus for History Weekend.
- Reinvigorated interdisciplinary program in Science, Technology, and Society by:

- Hiring Associate Professor Kathleen Vogel.
- Major kickoff of Buchdahl Lectureship (Harvard Historian of Science).
- Increased undergraduate STS majors by 50%.

#### **4. Enhance organizational excellence by creating a culture of constant improvement:**

- Sustained lowest EPA/SPA staff FTE and dollar per faculty or student among all colleges.
- Sustained lowest cost per SCH among all colleges.
- Sustained lowest administrator FTE and dollar per faculty or student among all colleges.
- Piloted cost-saving back office innovations, including online entry of hourly workers' time (KABA) and intensively engaged in developing the Additional Compensation Application.
- Invested in additional staff and salary increases to support development excellence.
  - Five-year pledges and commitments up 107% (compared to 78.7% increase among all colleges)
  - Gift receipts up 37% over past five years (compared to all college change of -3.6%)
  - Gift expenditures up 14% over past five years (compared to all college change of 22.1%).
  - Increases in extramural funding metrics already discussed; all exceed all-college rates of change.
  - 103 fully funded endowments valued at \$11.8 M as of Sept. '14 (does not include planned gifts and building to endowment funds). Over a five-year period, documented planned gifts have increased by 65%.
- Sustained a culture of inclusiveness and excellence in staff, as reflected by the following:
  - The college won the 2015 Chancellor's Creating Community Award.
  - Claudia Kearney won the University Award for Excellence in 2014 (see <https://news.ncsu.edu/2014/07/awards-for-excellence/>).
- Continued our commitment to academic efficiency

- Consolidated AFS, WGS, and SDS into single IDS degree program.
- Eliminated barriers that slow time to degree within psychology, including a single consolidated Plan of Work, and eliminating separate master's requirements for doctoral students.
- As a result of its external review, English has restructured its undergraduate programs to move from a "time/location based" curriculum (e.g., Elizabethan English Literature) to a "skills/competency based" curriculum emphasizing core abilities.

#### **5. Enhance local and global engagement through focused strategic partnerships:**

- College faculty led the highest proportion (more than 30%) of all study-abroad experiences.
- College took lead (along with CALS) to explore East Africa strategic hub partnership with Makerere University, TASO, and Mamma Watali.
- English piloting 4+2 BA/MA in Technical Writing with Nanjing Normal University.
- Increased support for study abroad described earlier.
- Activated alumni from the Public Safety Leadership Initiative programs (AOMP and LEEP), resulting in PSLI's over-subscription for the first time in 7 years.
- FLL and college continue to be primary drivers of UNC system sharing of language and classics courses in the Language Exchange, and lead the UNC Language Assembly.

#### **Diversity: Initiatives and Progress**

Juliana Nfah-Abbenyi (English) was appointed assistant dean of diversity, effective March 1, 2015.

Faculty led a panel discussion, "Microaggressions in Everyday Life: Implications for NC State University." The college Office of Diversity presented a seminar, "The Strength of Diversity," led by the president of Bennett College.

Our college was recognized for being this year's campus winner of the Chancellor's Community Excellence Award given to a unit or college.

A number of our faculty were sought after by students, faculty, and also by local and national media for their expertise around issues of diversity. Rupert Nacoste (Psychology) published his new book, Taking on Diversity. He and Blair Kelley (History) provided insightful perspectives in national outlets following the Charleston, SC, racially motivated shootings, the Ferguson riots, the murders of the three Muslim students at UNC, and other events of the last year.

We continue to enhance campus diversity within our faculty, leadership, and students:



- This fall we welcome six new African-American faculty to our college on tenure-line positions. The majority of new faculty are female, and three others reflect other under-represented groups.
- Of the seven people with “dean” in their title within the college, five are female and two are African-American.
- Of the 14 people in the college who are department heads or directors, four are women and two are African-American.
- The college continues to reflect higher proportions of under-represented minorities and females than the university average in its undergraduate and graduate students.

### **Extension**

Two groups from our college were awarded the Opal Mann Green Engagement Award this spring:

- VOLAR, for Voluntarios Ahora en Raleigh, led by faculty in the Department of Foreign Languages and Literatures, links students with Spanish-speaking skills with organizations that address the needs of the Hispanic community. The team also received the Fred Fletcher Outstanding Cultural Resources Volunteer Award, given by the City of Raleigh's Department of Parks, Recreation and Cultural Resources.
- Led by sociologists Sarah Bowen and Sinikka Elliot, Voices into Action uses research and community partnerships to encourage and support projects and activities that affect food access and places to be active. They are currently working in Lee and Harnett Counties and in Southeast Raleigh to better understand community priorities regarding food access, and also conducting research with mothers and grandmothers to learn how families shop for, prepare, and eat food.

Mary Haskett (Psychology) won the University's Alumni Outstanding Extension Award and was inducted into the NC State Academy of Outstanding Faculty in Extension and Engagement. Haskett's most recent research on homelessness exemplifies her commitment to service-focused research related to families. She and her co-researcher found that 25% of the homeless children appear to be in need of mental health services. Haskett has demonstrated her commitment to extension and engagement with her work in her collaboration with local community leaders to develop Community Action Targeting Children who are Homeless (CATCH), a community program that has assisted over 950 homeless children since its creation in 2011. She continues to serve on the CATCH Advisory Board.

Willa Casstevens, associate professor of social work, was named a Community Engaged Faculty Fellow by the NC State Office of Faculty Development.

James Kiwanuka-Tondo, associate professor of Communication, received the 2015 Outstanding Global Engagement Award, given by the university's Office of International

Affairs, for his work facilitating several meaningful and beneficial research and teaching collaborations between NC State students and faculty and African communities overseas.

Joan Pennell, Professor of Social Work and Director of the Center for Family and Community Engagement, was inducted as an inaugural member of the Academy of Community Engagement Scholarship on October 7, 2014, Edmonton, Alberta, Canada. Pennell was recognized for her lifetime commitment to mutually beneficial engagement with communities outside the university. Pennell has integrated learning and discovery with social work practices through a family and community centered team approach working with youth and adults. Her integrative model is globally recognized and resulted in being the university nominee for the Kellogg-McGrath Engagement Award and winning the Opal Mann Green Engagement Award.

### **Faculty Honors, Awards and Recognition (Selected)**

Our faculty received university recognition for their research, scholarship, and teaching. Others were singled out by their peers through college awards. Some faculty were lauded by professional societies within their disciplines, including the following:

William Adler (Philosophy and Religious Studies) earned a fellowship at Free University of Berlin.

Paul Fyfe (English) has an Andrew W. Mellon Fellowship of Scholars in Critical Bibliography, Rare Book School, Charlottesville.

Judy Kertesz (History) has a Woodrow Wilson/Mellon Foundation Fellowship.

Chad Ludington (History) has a Marie Curie Research Fellowship from the European Commission.

Juliana Nfah-Abbenyi (English) has a fellowship from the Carnegie African Diaspora Fellowship Program.

### **Student Honors (selected)**

•72 students were eligible for Phi Beta Kappa; 19 graduate and undergraduate students were inducted into Phi Kappa Phi

• Approximately 40% of our college's undergraduates earned Dean's List honors (1,463 in the fall; 1,432 in the spring)

Examples of outstanding students include the following:

- Four of the six NC State students who received Fulbright scholarships this year had a major or minor in Humanities and Social Sciences.

- Mary Sloan, a graduate student in international studies (MIS program), received the Boren Fellowship to study in Morocco during the 2015-2016 academic year.
- Andriy Shymonyak (History, Political Science, minor in Russian Studies) was a finalist for the fiercely competitive Truman Scholarship.
- Alexander J. Parker, a senior in International Studies, was given one of the four Mathews Medals that honor graduating seniors who have made significant contributions to NC State during their tenure as undergraduates.
- Keon Pettaway, a doctoral student in Communication, Rhetoric and Digital Media, received the Chancellor's Creating Community Award for his leadership and scholarship around equity, diversity and inclusion.
- An interdisciplinary team of NC State students -- including doctoral students from communication, genetics, entomology, public administration, public policy, computer science and conservation biology -- won first place in an international synthetic biology competition (the iGem Competition) for designing a Web-based decision-making tool to help people innovate responsibly. The team was sponsored by NC State's Genetic Engineering and Society Center under the guidance of professors Jennifer Kuzma and David Berube.

### **Private Sector Fundraising and Advancement Activities**

The college had a banner year in fundraising, including the \$8.1M gift establishing the Khayrallah Center for Lebanese Diaspora Studies, the university's first endowed center. Gifts and new commitments to the college as of May 31, 2015, are up 294%, having raised \$9.215M. In the same period, monthly gift receipts are up 165% to \$2.9M. Excluding the Khayrallah gift, all fundraising numbers continue to trend up over a five-year period. In addition, annual giving dollars are up 8.12% compared to the university average of 5.37%.

The college Development Office continued efforts to build momentum for the public phase of the comprehensive campaign, including making introductions to alumni with high potential to be major donors during the campaign, having strategic conversations with longtime supporters of the college about transformational leadership level gifts, and building our number of documented planned gifts. In addition, the campaign will focus on establishing endowments that align with the college's priorities, including building support for high impact learning experiences for our students, especially study abroad. Through a systematic approach to discovery work, the Development Office has increased the number of touches with alumni who have potential to make major gifts during the campaign. This approach has resulted in an increased number of visits and a 25% increase in the number of alumni with whom we are able to make a potential connection.

During the reach back period and nucleus phase of the campaign, the college has raised \$13.4M, which exceeds the total \$12M raised in the previous campaign. In

addition, we have added nine endowed and building to endowment funds, adding over \$260,000 toward high impact learning experiences. We have made progress toward meeting our goal of doubling the number of endowed professorships in the college through the addition of a Professorship in Lebanese Diaspora Studies and in Nonprofit Studies. This early success sets the stage for the most ambitious and successful fundraising campaign for the college to date -- one in which we plan to more than double the college's endowment.

### **College Communication**

The college retained EMG Consulting and re-assessed our brand this year. Through the process, we arrived at a communication platform that is consistent with the university's brand. We have started to use the brand to help stakeholders understand our strategic priorities and our progress towards them. We are in the process of redesigning our college website as well as all our departments' sites. We published *Accolades*, a 24-page print magazine for our alumni and friends, as well as several electronic e-newsletters and a number of targeted messages to subgroups of our alumni and friends base. Our director of communication also published the electronic "Upcoming in Humanities and Social Sciences" each week to promote college events for our constituent groups and for students, and promoted our college's 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 used a news blog to share college information and news.

### **Administration**

The college saw the following changes in leadership roles this year:

- Victoria Gallagher (Communication) announced in December 2014 that she would return to the faculty after serving as associate dean for academic affairs and graduate studies for the past five years. Deanna Dannels (Communication) assumed this critical role on July 1, 2015.
- Blair Kelley (History) was named assistant dean for interdisciplinary studies and international programs.
- Following the unexpected death of Jonathan Ocko, head of the Department of History, on January 22, 2015, David Zonderman has served as interim head; an internal search is underway to lead the department, with an appointment expected 1 January, 2016.
- Akram Khater (History) was named director of the newly established Moise A. Khayrallah Center for Lebanese Diaspora Studies.
- Kathleen Vogel (Political Science) was named director of the college's interdisciplinary studies program called Science, Technology and Society.

- Rich Clerkin (Public Administration) was named director of the Institute for Nonprofits.

### **Concerns and Recommendations for the Future**

The new resource allocation formula will challenge our college in the near- and long-term. In the near-term, we will be challenged to understand the connections among enrollments, curricular decisions, and permanent changes in budget. In the long-term, we will be challenged to find a solution to declining undergraduate credit hour production. Our goal will be to shift faculty/instructional resources away from undergraduate credit hour production, and toward graduate credit hour production, as a means of offsetting the natural consequences of strategic college and university decisions regarding undergraduate admissions (e.g., smaller numbers, more “STEM” majors, more students who enter with GEP requirements met).

We continue to struggle to balance our entrepreneurial success with our strategic objectives. That is, to offset reductions in recurring funds, we have maximized our pursuit of one-time funds (e.g., provost requests, DE, summer school). Unfortunately, the relatively large portion of our budget that comes to us in one-time funds handicaps our strategic investments in faculty and graduate assistantships. We once again recommend that the provost allocate to us recurring funds in lieu of one-time funds so that we can break the cycle of having funds that we cannot invest strategically. This is especially important to us given that future funding will be tied to SCH production; we are concerned that we may enter a “death spiral” in which we are unable to offset declines in undergraduate SCHs (which are a direct outcome of university strategic decisions) by growing graduate credit hour production (which requires recurring funds to hire faculty and support students).

We look forward to meeting one challenge: Investing our indirect costs (F&A) and the funds garnered by our development success. In the past, we have tended to conserve these funds; we now realize that our track record of success over the past five years should give us the confidence to invest funds knowing that we will continue to be successful in the future.