

Annual Report 2015 – 2016

Jeffery P. Braden, Dean
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NC State University's College of Humanities and Social Sciences respectfully submits this annual report covering the 2015-2016 fiscal year to the Office of the Chancellor.

Our college contributed to the university's strategic goals over the last fiscal year as we enhanced the success of our students through educational innovation; as we created excellence in research and scholarship through investments in faculty and infrastructure; as we produced strong interdisciplinary scholarship and research programs that address social challenges; as we enhanced our organizational excellence by creating a culture of constant improvement; and as we enhanced local and global engagement through focused strategic partnerships.

Goal 1. Enhance the success of our students through educational innovation.

Our college prides itself on continued engagement with educational innovations that contribute to student success, while at the same time pursuing intellectually-driven yet fiscally efficient decisions about engaging in enrollment management processes, supporting new academic initiatives and programs, and creatively addressing university-wide academic commitments/initiatives.

Educational innovations that contribute to student success: Our college continues to actively support and assess numerous high-impact practices for our students. Examples of our successes in 2015-2016 include (but are not limited to):

- **Undergraduate research awards:** We continued allocating resources to the Humanities and Social Sciences Undergraduate Research Awards Program. Using college funds and funds provided through the Provost's Professional Experience Program, we supported 16 research projects involving 24 students and 16 faculty members (in both humanities and social science units). These figures represent a 25% increase from FY14-15 in the number of students supported and a 77% increase in the number of faculty acting as mentors to students.
- **Travel Scholars:** International Programs received a \$25,000 Foundation Grant (2015) to increase the numbers of underrepresented students (students of color and first-generation students) studying abroad. We implemented new programming to advertise the program (Traveling While Black and Mi Placita events) and encourage greater participation from students of color. This programming resulted in an immediate increase in underrepresented students from our college going abroad. Seven students of color were supported in part or fully from this additional funding, with support ranging from \$1500 to \$2500.

- Internships: Courses were offered in ENG, COM, SPIA, SW, and PSY. We provided internship opportunities through the Provost's Professional Experience program and used funds offered through that program to support 11 students in internship capacities within 8 units in the college (academic affairs, web design, peer tutoring).
- Continued strategic fundraising focus on endowments to support high impact learning experiences in general and study abroad in particular. In FY15-16, the college added five endowed scholarships for this purpose including three for study abroad. Additionally, the college received a \$50,000 current use commitment for internships in the Khayrallah Center for Lebanese Diaspora Studies.

Enrollment management processes: Our college has sustained efficient allocation of college and provost one-time resources to support college and university goals for maintaining level enrollments at the undergraduate level and growing enrollments at the master's and doctoral level. Some examples from 2015-2016 include (but are not limited to):

- Undergraduate majors decreased in 15-16 (from 14-15) by 3%, which is only slightly above the university average decrease from the same time period (2%), suggesting we are not declining in majors at a significantly higher rate than the university. Although the decrease from 10-11 in undergraduate majors is more significant (-20%), forces outside our control account for this (increase in students attending with AP credits, change from the GEP to the GER, etc.). This past year, our proactive attention to enrollment data led to a smaller decline in majors than in the past.
- Master's program enrollments remained steady in 15-16 (from 14-15). We saw a 0% increase.
- Doctoral program enrollments increased by 2% in 15-16 (from 14-15), illustrating the college's proactive communication about and commitment to increasing doctoral enrollments across our five doctoral programs.
- We had continuing discussions with the Enrollment Planning Committee and the Office of Admissions to suggest our willingness to increase our freshman projections and our doctoral enrollment projections. (Of note, the 2025 projection has our college doctoral enrollments decreasing; we anticipate an increase due to new program planning.)

New academic initiatives and programs: Our college has continued allocating resources to new initiatives and programs in alignment with the strategic mission of the university. Some examples from 2015-2016 include (but are not limited to):

- Ph.D. International Security: We participated in a support/consultation role for SPIA as they developed a Ph.D. Request to Plan for an International Security doctoral program.
- Ph.D. Hispanic Studies: We participated in a support/consultation role for FLL as they began to develop a one-page memorandum and Request to Plan for a Hispanic Studies doctoral program
- Lead Peer Mentoring Collaborative: The Lead Graduate Professional Skills Collaborative is a peer-mentoring program for doctoral students in our college that focuses on developing professional skills and competencies important for graduate student success. Lead mentors receive training on what it means to be a successful mentor and the key professional skills important to graduate student success. They then design and implement a focused initiative for peers addressing disciplinary needs. In 2015-2016, we successfully designed and implemented a retreat and follow up plan for the first cohort of 10 doctoral students across all of our five Ph.D. programs and acquired partial funding from the Graduate School to increase the stipends for our 2016-2017 Lead Peer Mentors.

- Humanities and Social Sciences Scholars: We designed a new research scholarship program focused on increasing the numbers of underrepresented and first-generation college students involved with research. The college will provide research scholarships to undergraduate students who will engage in a summer institute and monthly mentoring activities with faculty focused on increasing access to high-impact research practices and facilitating networking with research-active faculty. A team of administrators from the college attended the AACU High Impact Practices Institute and will follow up with efforts to gain funding to support the pilot phases of the program (2017-2019).

University-wide academic needs/initiatives: Our college continues to proactively address university-wide academic initiatives or university-wide decisions that influence academic planning. Some examples from 2015-2016 include (but are not limited to):

- We funded four teaching assistants in the dean's office to support proactive advising; TAs also assisted 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.
- Enrollment management/budget restructuring: We created presentations and communicated with leadership and faculty about budget restructuring and its connection to enrollment management processes.
- GEP review process: We supported Undergraduate Coordinators in completing a GEP review of 38 courses using the new Course Inventory Management system.
- Summer session coordination with heads: We proactively addressed enrollment and finance issues related to summer session scheduling and the communication between heads and summer sessions. This new summer session process resulted in actual enrollments exceeding allocated funds (a surplus) for most units in 2016. In the past, summer session enrollments had declined by comparison to the previous year.

Goal 2. Enhance scholarship and research by investing in faculty infrastructure.

We continued to strategically invest in faculty lines, holding faculty size nearly steady from last year's figure (222 T/TT faculty in FY15-16 versus 221 in FY14-15).

We placed a strategic focus on doubling endowed professorships, which we accomplished in the pre-launch phase of the campaign, including a distinguished professorship in Lebanese Diaspora Studies and a building-to-endowment professorship in Nonprofit Studies.

Sixteen new tenure-track faculty joined the college in FY15-16.

We appointed the Khayrallah Distinguished Professor of Lebanese Diaspora Studies, and moved the Khayrallah Center for Diaspora Studies into its highly visible location in Withers Hall.

The College Office of Research and Engagement moved to leased space on Hillsborough Street.

We invested in high-value, high-visibility scholarship by supplementing travel funds from the Office of International Affairs to enable faculty to present research at international conferences.

We led the university in pursuing membership in the Consortium of Social Science Organizations (COSSA) and the National Humanities Alliance (NHA).

We invested in low-cost, high impact humanities scholarship, including:

- Virtual MLK Project (see <http://vmlk.chass.ncsu.edu/>)
- Virtual Paul's Cross Project (see <http://vpcp.chass.ncsu.edu/>)

We invested in institutional memberships and support for scholarly organizations that improve our faculty's productivity, including:

- Folger Institute
- Triangle Institute for Security Studies (TISS)
- Triangle Census Data Research Center
- Numerous seminars and study groups in cooperation with UNC-CH and Duke

We won annualized research awards of \$6.99M, down 1.2% from FY14-15. However, the number of projects awarded (77) is the highest in five years, suggesting broader faculty participation.

The overall value of the awards received in FY15-16 is \$8.7M, our highest year ever.

Contract and grants expenditures exceeded \$7.9M, up 81% since FY10-11,

We supported eight research projects through the Faculty Research and Professional Development (FRPD) program.

We 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.

Faculty achievements and awards (selected):

- Six faculty members were promoted from associate professor with tenure to professor, and six were promoted from assistant professor to associate professor with tenure.
- Three faculty members were named University Faculty Scholars: Adriana de Souza e Silva (Communication); Sara Desmarais (Psychology); and Branda Nowell (Public Administration, School of Public and International Affairs).
- Heidi Hobbs (Political Science, Director of the Master of International Studies Program) traveled to Bratislava through a Fulbright Specialist Grant.
- Bob Kochersberger (English) was a Fulbright Scholar in Nitra, Slovakia.
- Steven Vincent (History), was a fellow at the Institute for Advanced Studies Princeton
- Jeffrey Reaser (English) was named the first recipient of the Lifetime Mentoring Award from the Undergraduate Research Student Advisory Council (URSAC).
- William Adler (Philosophy and Religious Studies) was a fellow at Free University of Berlin.
- Paul Fyfe (English) was part of an Andrew W. Mellon Fellowship of Scholars in Critical Bibliography, Rare Book School, Charlottesville.
- Judy Kertesz (History) earned a Woodrow Wilson/Mellon Foundation Fellowship. Chad Ludington (History) earned a Marie Curie Research Fellowship from the European Commission.
- Juliana Nfah-Abbenyi (English) earned a fellowship from the Carnegie African Diaspora Fellowship Program.
- Rupert Nacoste (Psychology) received the Alexander Quarles Holladay Medal for Excellence.

Goal 3. Enhance interdisciplinary scholarship to address the grand challenges of society.

We supported college faculty in hiring into newly created clusters.

- The college continued to lead clusters on Public Science and Visual Narrative proposals,
- The college is involved in and supports Global WaSH and Sustainable Energy Development clusters.

We continued to serve as the lead college (along with Textiles) on Forensic Sciences interdisciplinary graduate degree proposals:

- Professional Science Masters in Forensic Science: We received a response from UNC-GA and filed an extension request in June 2016.
- Appendix C for a Ph.D. in Forensic Sciences is in progress.

We continued to support, through our faculty, the multi-university Consortium for Nonproliferation Enabling Capabilities (CNEC).

We continued to invest \$50K/year (in addition to faculty lines, buyouts, space and other support) in the Genetic Engineering and Society cluster/center.

We continued to lead the Digital Transformation of Education cluster (Azevedo, Psychology).

We sustained intellectual leadership and honored our late History department head, Jonathan Ocko, at the 2016 History Weekend, which featured prominent scholars on China Madeleine Zelin (Columbia University) and Jeffrey Wasserstrom (University of California, Irvine).

Walt Wolfram (English) was named to the inaugural class of the new Research Leadership Academy, and as such was also a winner of an Alumni Association Outstanding Research Award.

Goal 4. Enhance organizational excellence by creating a culture of constant improvement.

The college is extremely efficient with resources as evidenced by having the lowest base budget and year-end expenses to tenure/tenure-track faculty as compared to all other colleges.

We conducted a comprehensive analysis of credit hour production and the allocation of funds to departments and units within the college and began discussions on how to internally balance resource needs for high quality undergraduate and graduate programs while fulfilling the college's research and scholarship mission and right-sizing undergraduate programs while strategically growing graduate programs.

Goal 5. Enhance local and global engagement through focused strategic partnerships.

College faculty led the highest proportion (more than 30%) of all study abroad experiences.

Along with CALS, the college launched an East Africa strategic hub partnership with Makerere University, TASO, and Mamma Watali, sending faculty to East Africa with the support of funding from International Affairs. Dean Braden signed the MOU with Makerere University on behalf of the Provost in October, 2015.

In addition to successful increased efforts to recruit underrepresented students participating in study abroad described earlier, increases in our funding level for college study abroad scholarship from \$1000 to \$1500 has made us the college with the highest scholarship acceptance rate.

The college provided matching funding for international travel, supplementing OIA and departmental resources.

Diversity: Initiatives and Progress

We continued to dedicate resources to support, enhance and expand diversity in our college and on our campus. Whether through financial support for students, recruitment and retention of faculty and staff or support for scholarly inquiry, we are dedicated to embracing and expanding diversity. A few examples:

- Each department in our college has created and maintains a diversity recruitment and retention plan for faculty of color. Annual reports highlight their efforts and achievements.
- We offer a program designed specifically to recruit high achieving, underrepresented students into pursuing undergraduate and graduate education.
- We meet with every hiring committee before it starts a faculty search to ensure we reach out to diverse candidates.

After reaching thousands of students, faculty and staff here on campus, NC State's Educating the Educated program is quickly becoming a national model for language diversity education. The program works to dispel misconceptions and myths about correct or proper language and to illuminate how dialects reflect identity. The National Association of Student Personnel Administrators affirmed program's broadening impact, awarding Educating the Educated its grand gold medal for excellence.

State University of New York at Albany President Robert J. Jones delivered the 2016 Humanities and Social Sciences Diversity Lecture on Feb. 17 at NC State, entitled "Institutional Culture Change in Higher Education: Leadership and Inclusive Excellence."

Sociologist Toby Parcel and political scientist Andrew Taylor received a \$482,000 National Science Foundation grant to research why some school districts are able to maintain economic diversity in their schools while others have become effectively resegregated in recent decades.

We continue to enhance campus diversity within our faculty, leadership, and students. We continued diversity programming for undergraduate and graduate programs and/or students:

- CUBA: Four graduate programs participated in Conscious and Unconscious Bias workshops for graduate admissions committees. Nine programs have participated over the past two years.
- Graduate Open House/ Prospective student program: We had 50 students over two recruitment evenings; one focused on NC State students interested in graduate school, one focused on area schools. In FY15-16, participants included students from a wide variety of schools: Meredith, UNC, NC State, Fayetteville State, Campbell, Winston Salem State, Barton and Johns Hopkins, among others.

- Student Diversity Coordinator Joe Johnson engages in various mentoring activities, including, Pack Promise, Student Support Services and TRIO.
- Underrepresented Research Forum and Poster Presentation (Oct 14, 2015): 20 students attended. This is an increase over last year of underrepresented students' involvement in research.
- Student Information Forum (Transitional Student Discussion Panel): During this forum for students in underrepresented groups such as transfers, first year students, military and older students, we provided an overview of college and university resources as well as best tips from peers and alumni on how to navigate college from their unique lenses.
- Humanities and Social Sciences Scholars Institute: Undergraduate Research Institute; We created a cross-unit team (Dannels, Young, Johnson, Zelna, Banks) focused on planning this new initiative for implementation in 2017-2018. The team attended the AACU High Impact Practices Institute at UCLA.

Engagement

- Denis Gray (Psychology) and Marsha Gordon (English) won the University's Alumni Outstanding Extension Award and were inducted into the NC State Academy of Outstanding Faculty in Extension and Engagement. Dr. Gray's research focuses on science and technology policy issues, particularly the outcomes and implications of cooperative research centers. Dr. Gordon is an internationally known expert on film, and is, among other activities, a regular guest on WUNC radio's *State of Things* program, which airs a "Movies on the Radio" Program, and is the co-founder of Home Movie Day Raleigh.
- Marsha Gordon accompanied Susan Nutter to receive the National Medal for Libraries from the White House in April 2016.
- John Begeny (Psychology) was named a Community Engaged Faculty Fellow by the NC State Office of Faculty Development.
- Lori Foster (Psychology) was tapped to serve on the White House Social and Behavioral Sciences Team, a multidisciplinary group of experts that is helping federal agencies streamline access to their programs and improve how they communicate with constituents. President Obama has signed an executive order directing federal agencies to use behavioral science insights to better serve the American people.
- As noted above, the College promotes strategic research institutes through the Triangle Institute for Security Studies (TISS). Triangle Census Data Research Center, and multiple seminar series that are jointly supported by UNC Chapel Hill, Duke University, and NC State University.

Student Honors (selected)

- **Dean's List:** 39% of our college's undergraduates earned Dean's List honors (1,395 in the fall; 1,389 in the spring)
- Council of Graduate Schools ProQuest Distinguished Dissertation Award: NC State's 2016 nominee is Dr. Richard Benton (Ph.D., Sociology, NC State, 2014).
- During the Lulu eGames startup competition, STS senior Nate Myers took first place in the Art Feasibility Study Challenge for his Malkuta Project, a multimedia-based workforce development program that connects teens primarily from low-income homes with local

creative professionals. <http://news.chass.ncsu.edu/2016/06/27/students-startup-helps-teens-tap-into-creative-gifts/> and <http://news.chass.ncsu.edu/2016/04/15/student-startups-win-awards-at-egames/>

- QuiAnne' Holmes, a May 2016 graduate in both Psychology and Spanish language and literatures, received a Teaching Fulbright scholarship to serve as a teaching assistant in Colombia in 2016-17. <http://news.chass.ncsu.edu/2016/06/13/fulbright-winner-to-explore-passion-for-inclusive-learning-in-colombia/>
- Senior LPS student Dan Snedden was one of only ten recipients nationally awarded the Veterans of Foreign Wars-Student Veterans of America Legislative Fellowship. <http://news.chass.ncsu.edu/2016/03/21/legislative-fellowship-lands-army-vet-lps-student-in-d-c/>
- First-year MFA fiction student Alyssa Wong won the Nebula Award this year in the Best Short Story Category for "Hungry Daughters of Starving Mothers." The Nebula is a major award for science fiction writers.
- Four NC State students participating in the Initiative Maximizing Student Diversity were among the winners selected for poster and oral presentations at the 2015 Annual Biomedical Research Conference for Minority Students in Seattle (November 2015), with two being from our college: Rahma Hida and Ebony Leon, both seniors in Psychology who did oral presentations in the category Social and Behavioral Sciences and Public Health <http://news.chass.ncsu.edu/2016/01/08/psychology-students-win-awards-for-education-family-based-research/>
- Khari Cyrus, a senior in political science, 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. <https://scholars.dasa.ncsu.edu/spotlight-on-on-our-students-mathews-medal-recipient/>
- Will Maness, a junior in History, won a 2016 Robert L. and Marilyn D. Blanton Super-Curricular SEED Grant, valued at up to \$5,000, to fund his research trips to Boston College as well as Dublin and Cork, Ireland, The seed grants are awarded to exceptional undergraduate students engaged in challenging research projects at NC State. (Will was a fall 2013 college Dean's Scholar.) <http://history.news.chass.ncsu.edu/2016/03/03/honors-student-travels-to-ireland-with-major-research-award/>
- Micah Khater (2015, History) won the Hugh T. Lefler Award in October 2015 from the North Carolina Literary and Historical Association for best undergraduate history research paper: "There Will Be Political Dirty Work: Gendered Expressions of Black Resistance in United States v. John Cashion (1936)." <https://news.ncsu.edu/2015/10/top-history-paper-examines-early-voting-rights-case/>

Private Sector Fundraising and Advancement Activities

The college had another banner year in fundraising with a total of \$5.42M in new gifts and commitments, \$4.258M of which will create new endowments. Endowments were created this year for all five of our strategic development priorities including merit scholarships for first-year students; high-impact learning experiences; graduate student support; faculty excellence; and unrestricted endowment.

With our continued pre-launch focus on endowment growth, out of the \$19.2M we have raised to date for the campaign, \$17M is designated toward the endowment. Approximately one-third of our current pre-launch total is in the form of bequest expectancies. We expect this trend to

continue over the course of the campaign, given the relative youth of our alumni (79.5% graduated after 1988).

We are on a trajectory to reach our pre-launch goal of \$20M and have set our overall campaign goal at \$35M. We have already exceeded the \$12M total raised for the previous campaign.

College Communication

The college initiated a new strategic communications plan in 2015 after retaining the services of EMG Consulting and re-assessing our brand. We began applying the brand to help all stakeholders (including alumni) understand our strategic priorities and our progress towards them. That has included redesigning our college, departmental and program websites. We invested in a second staff person dedicated to college communications. We promoted our college's scholarship, research, faculty, students and alumni through a range of outlets across campus and externally. We produced and/or posted 253 stories on our news blog from July 2015 – May 2016. We then shared the stories through social media, emails and with targeted audiences, including alumni. We published the electronic "Upcoming in Humanities and Social Sciences" each week to promote college events for our constituent groups and for students. We published *Accolades*, an annual 24-pp glossy magazine for alumni and friends; quarterly e-newsletters; and targeted messages for alumni groups. We utilized social media to communicate with alumni. On Twitter, we have grown our followers to nearly 1800; on Facebook, 1315; we added LinkedIn and have 143 members; most recently added Instagram. We launched an "I am Humanities and Social Sciences" campaign by posting slides of our outstanding alumni on billboard monitors and at community events such as Packapalooza.

Administration

The college saw several changes in leadership roles this year:

- David Zonderman was named department head for the Department of History.
- Doug Gillan announced he would return to the faculty after serving as head of the Department of Psychology for 10 years. Adam Meade was named head effective July 1, 2016.

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 "right size" our resource commitments to units across the college with an eye toward increasing our use of data-driven decision-making. Our goal is to develop (and then implement) a 3-5 year plan so that resources (i.e., people, space and money) are aligned across the college to maximize our success with instruction, scholarship, and engagement. Although people (e.g., faculty lines, assistantships) and money are perennial drivers of this discussion, we also anticipate space being a major focus.

Our college should get Page and Mann Halls in about three years as a result of the successful NC Connect bond issue. Clarity on expectations regarding who will be responsible for renovations, and how we might use renovations of new/vacated spaces to re-imagine and reconfigure space to better maximize interdisciplinarity and efficiency, will be key issues in the next two years.

We have also committed to broadening the base of faculty involved in extramurally supported research. Although our annual expenditures have increased substantially over the past five years, the proportion of faculty who account for these increases has not increased along with that success. Therefore, we look forward to increasing the number and proportion of our faculty who are actively engaged in extramural funding -- and to working with central administration to ensure that systems tracking such efforts accurately and appropriately capture the contributions of our faculty in interdisciplinary work. Currently, many of our faculty are co-PIs on inter-college grants; without their active participation, the grants would not be successful. However, our current accounting system (RADAR) only reflects grants and dollars associated with the PI. Reporting data in this way under-represents the number of our faculty securing extramural funding and their impact on interdisciplinary scholarship. Correcting that problem would help us more accurately track the proportion and impact of our faculty in extramural grantsmanship.

We took a major step forward to move away from one-time funds over the past year, in that we did not receive one-time funds for seats and sections from the provost. To further that success, we once again recommend that the provost adjust flex access reimbursement to reflect actual dollars generated (rather than the discounted rate DELTA uses) and then allocate flex access DE to us in recurring funds. Doing so will enhance fairness (e.g., it will mean other colleges provide the same share in supporting DELTA that we do), and will help 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--which generates the same amount to the university whether it is flex access or permanent program funds.