

**Annual Report to the Chancellor 2017 – 2018**

Jeffery P. Braden, Dean  
July 30, 2018

NC State University's College of Humanities and Social Sciences respectfully submits this annual report covering the 2017-2018 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 also pursuing intellectually-driven, 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 2017-2018 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 46 Undergraduate Research Awards ranging over nine units, the largest cohort since the program's inception.
- 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 20 students in internship capacities within eight units in the college (academic affairs, web design, peer tutoring).

- Study Abroad: The Travel Scholars pilot program which ran successfully from 2015-2017 not only increased the number of students of color and first-generation college students going abroad on HSS college funds, but also increased the number of students of color going abroad overall. Despite a decrease in the number of students the college sent abroad after the close of the program, we continued to make strides in increasing the diversity of the students who applied to study abroad. Of the nine students provided college awards of \$1500, there were two African American women, a Native American woman (the first during the past five years), and a Latino man. In addition to the students who received college awards, many of the students of color from our college were prepared to benefit from the increasing availability of funds from the Chancellor's Greatest Needs awards. In addition, we spearheaded the planning of continued events highlighting the importance of diversity in study abroad in partnership with the Study Abroad office planned for early fall 2018.
- First-year experience course: We instituted new sections of Humanities and Social Sciences 120 for Spring Connect students, ensuring these students received a similar introduction to the intellectual diversity of our college as did our fall first-year students.
- Dual degree programs: We provided over \$11,000 to the Jefferson Scholars spring trip abroad to Portugal. In addition, we continued to provide college resources, travel support, course and high-impact event support to the Hamilton, Franklin and Jefferson Scholars programs.
- High-impact interdisciplinary fellowships: We supported seven undergraduate students as Full Frame Fellows at the international documentary film festival hosted in Durham.

#### **New Academic Program Development:**

- Ph.D. International Security: The Ph.D. in International Security Request to Plan was unanimously approved by the UNC GA Graduate Deans on April 21, 2017. Directors of this proposal elected to modify it to become a distance/online program and are preparing new paperwork for consideration, given this change.

**Academic Program Review:** We participated in an external program review for the First Year Writing Program, Department of English.

**New Academic Initiatives:**

- Using e-portfolios for Mentoring and Assessment of Underserved Undergraduate Researchers: We received a UNC-GA Undergraduate Research Program Award (URPA, \$29,000) that supported 10 faculty (5 from NC State, 5 from Winston-Salem State University) in mentoring 12 students from underserved populations who were participating in undergraduate research. Mentoring focused on creating e-portfolios with signature entries (research poster presentation, elevator speech, resume, etc.).
- Lead Peer Mentoring Collaborative: The Lead Peer Mentoring Collaborative (co-sponsored by the college and the Graduate School) is a peer-mentoring program for doctoral students in our college that focuses on developing professional skills and competencies important for graduate student success. In 2017-2018, 10 doctoral students across all of our five Ph.D. programs received training on mentoring and developed and implemented a peer mentoring needs assessment survey that was sent to all graduate students in the college.

**University-wide academic needs/initiatives, enrollment management:** Our college has been successful in a strategic enrollment management initiative to support college and university goals for maintaining level enrollments at the undergraduate level and growing enrollments at the master's and doctoral level. The initiative has been successful:

- Undergraduate majors increased in 2017-2018 by 1% (from 2016-2017).
- Master's program enrollments increased in 2017-2018 by 6% (from 2016-2017).
- Doctoral program enrollments increased in 2017-2018 by 5% (from 2016-2017).
- Development of the Enrollment/Scheduling Tool. We created a tool that pulls data from SIS to illustrate Student Credit Hours (SCHs) by department over time, as well as fill rates, SCHs by instructor, SCHs by GEP category, etc.
- The scheduling tool has proven helpful in allowing departments to align resources with courses that have the highest potential for increased SCH production. This has resulted in increases in UG, MR, and DR SCHs across the board (majors and non-majors) with the exception of SCHs for MR non-majors, which has decreased.

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

**Investments in Faculty.** The college continued to strategically invest in our faculty:

- We welcomed 13 new members to the faculty in 2017-2018, one more than we added in 2016-2017.
- In 2017-2018, we were at 221 T/TT, up from 219 in 2016-2017, compared with 222 in in 2015-2016.
- 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.

**Investments in organizational leadership.** We continued as strong advocates for our disciplines.

- We maintained institutional memberships in the Consortium of Social Science Organizations (COSSA) and the National Humanities Alliance (NHA).
- We invested in institutional memberships and support for scholarly organizations that improve our faculty's productivity, including The Folger Institute, the Triangle Institute for Security Studies (TISS), and numerous seminars and study groups in cooperation with UNC-CH and Duke.
- We were intentional in creating opportunities to bring together faculty from different disciplines and colleges, including co-hosting the first joint Design/Humanities and Social Sciences faculty meeting in Spring 2018. The agenda highlighted more than a dozen projects that included faculty from both colleges, and spurred subsequent discussions of collaborations.

**Investments in extramural funding.** The college continued to support and advance scholarship and research within the college.

- In FY 2017-2018 we received \$6.8M in external research funds, according to RADAR data, down 4.6% from FY 2016-2017. (The university is down 17.5% over the same period, due, we believe, to delays in final federal budgets.)
- At 71, the number of projects awarded is up slightly from the 66 funded projects at this time last year. The *proposal* volume — 98 proposals with a value of \$24M — is down 28.7% in dollar value, and 6.7% in terms of the number of proposals over the prior fiscal year. This may be a result of our primary funding agencies in the federal government delaying their calls for proposals due to the lengthy budget process for federal FY 2018.
- Contract and grant expenditures were \$7.06M, up slightly from last year's \$6.9M.
- We supported 11 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 Humanities Extension Program, History Weekend and other projects.

- In the recently released [“Humanities for All” website](#), sponsored by the National Humanities Alliance, of 60 public humanities projects located in North Carolina, 19 were at NC State, the largest number of projects at any one institution in the state. Of these projects, 18 were led or co-led by our college’s faculty. UNC-Chapel Hill noted 18 projects; Duke had seven. This is a reflection of the efforts our faculty have undertaken to engage the public in our scholarship.

### **Faculty achievements and awards (selected):**

- Seven faculty members were promoted from associate professor to professor, and five others were promoted from assistant professor to associate professor.
- Four faculty members were named University Faculty Scholars: Matthew Booker (History), Jeni Burnette (Psychology), Jing Feng (Psychology), and Paul Fyfe (English).
- Three of our faculty studied internationally under the Fulbright Program in 2017-18. Heidi Hobbs, associate professor and director of our Master’s of International Studies program, was a Fulbright Scholar in the Czech Republic. Jennifer Kuzma, Goodnight-North Carolina GlaxoSmithKline Foundation Distinguished Professor in the School of Public and International Affairs, was the Fulbright Canada Research Chair in Policy Sciences at the University of Ottawa’s Institute for Society and Science Policy. And Mark Nance, associate professor of political science, was a Fulbright Scholar in Sweden.
- In the summer of 2017-2018, Nick Robins, associate professor of History, was named a Fulbright Specialist to work with the National University of Huancavelica, Peru.
- David Gilmartin, Distinguished Professor of History, is wrapping up his year as a Fellow at the National Humanities Center.
- Paul Fyfe (English), will be at the NHC in 2018-19, having won a Frederick Burkhardt Residential Fellowship for recently tenured scholars.
- Varena Kasper-Marienberg (History) will be a Fellow at the Israel Institute for Advanced Study in 2018-19.
- Levi McLaughlin (Philosophy and Religious Studies) will be a Luce/ACLS Fellow in Religion, Journalism and International Affairs in 2018-19.
- Jason Swarts (English) was named a Fellow of the Association of Teachers of Technical Writing.
- RaJade Berry James (Public Administration, SPIA) won a Social Justice Curriculum Award from the Network of Schools of Public Policy, Affairs, and Administration (NASPAA), the discipline’s main accreditor.
- We nominated Walt Wolfram, the university’s William C. Friday Distinguished University Professor, and professor of English, for the Governor James E. Holshouser, Jr. Award for Excellence in Public Service. While Dr. Wolfram did not win the system-level award, his being nominated is testament to the esteem in which he is held at NC State.

- We nominated professor of psychology Lori Foster for the O. Max Gardner Award. While she did not receive this UNC System award, she was NC State's nominee, a significant recognition of her excellence.
- Professors John Wall (English) and Anne McLaughlin (Psychology) were nominated to the Research Leadership Academy. While they were not selected for this university-wide recognition, they were chosen as the college's recipients of the Outstanding Humanist and Outstanding Social Scientist awards, respectively.
- Three of our faculty received the Alumni Association Outstanding Teacher Award and were inducted into the NC State University Academy of Outstanding Teachers: Bill Boettcher, associate professor of Political Science; Shelley Garrigan, associate professor of English; and Catherine Warren, professor of English.
- Tom Parker, professor of History, won the Alumni Association Distinguished Graduate Professor Award. We also nominated John Morillo, associate professor of English, for the Alumni Distinguished Undergraduate Professor Award.
- Sarah Desmarais, associate professor of psychology, won the Outstanding Extension Service Award and was inducted into the Academy of Outstanding Faculty Engaged in Extension.
- The college nominated Mary Haskett, professor of psychology, for the Alexander Quarles Holladay Medal for Excellence.
- John W. Carroll, professor of philosophy, was nominated for the Board of Governors Outstanding Teaching Award.

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

**Collaboration in campus initiatives.** Through our faculty, we continued to participate in and support the following initiatives and programs:

- The multi-university Consortium for Nonproliferation Enabling Capabilities (CNEC).
- The Genetic Engineering and Society cluster and center; the Digital Transformation of Education cluster; the Leadership in Public Science cluster; the Visual Narrative cluster; Global WaSH; and the Sustainable Energy cluster.
- The Behavioral Health Group, led by psychology faculty and open to all faculty and graduate students at NC State. Its goal is “to foster research collaborations focused on analyzing the psychological, social and behavioral factors associated with public health problems and apply that knowledge to promote healthy behavior.”
- NC State's *Arts Now* series: we supported four performances during the year.

**Public scholarship.** We sustained intellectual leadership in a variety of ways, including:

- History Weekend 2018, which featured Pulitzer Prize winner and professor Heather Thompson (University of Michigan), who spoke about the Attica Prison uprising of 1971 and its current implications.
- The 2017 ACCelerate Creativity and Innovation Festival at the Smithsonian Institution in Washington D.C.: We supported Communication Professor Victoria Gallagher and her team's participation. Her Virtual MLK (vMLK) project is an interactive exploration of King's 1960 "Fill up the Jails" speech given at a Durham church.
- *All the Queen's Horses*: In March, in partnership with the Poole College of Management, Interdisciplinary Studies hosted a showing and director's Q&A of this award-winning documentary, directed by Kelly Richmond Pope, professor of forensic accounting at DePaul University. The film details the largest municipal fraud in American history.
- Jamilah Lemieux: In April, we co-hosted a visit from this award-winning journalist during Pan-African Week, in partnership with the student-led Society of African American Culture, the Growing Research on Women and Girls of Color (GROW) initiative, and Interdisciplinary Studies.
- "Calling Bull: Data Reasoning in the Digital World:" We hosted Professors Jevin West and Carl Bergstrom of the University of Washington as the 2018 Rolf Buchdahl lecturers on Science, Technology and Human Values at Hunt Library. Their presentation was designed to help students and the public think more critically about the data and models that increasingly serve as evidence in the natural and social sciences. West and Bergstrom also participated in student and faculty forums during their visit.
- "Footprints of Pan Africanism:" We hosted this interdisciplinary film series through a partnership with Africana Studies and the Sonja Haynes Stone Center at UNC-Chapel Hill.

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

**College Leadership.** The college is committed to evaluating and improving its leadership. This year, we successfully completed five-year reviews of three department heads:

- Dr. Karen Bullock, Social Work
- Dr. Ruth Gross, Foreign Languages and Literatures

- Dr. William Smith, Sociology and Anthropology.

A number of issues were identified for improvement, and concrete steps are already underway to further enhance the effectiveness and impact of these scholar-leaders.

**Academic Programs.** Our efforts to improve and enhance our academic programs include the following efforts, which were initiated by our college (i.e., these are in addition to reviews scheduled by the Graduate School and DASA):

- First Year Writing Program. We invited two nationally recognized experts in composition and writing to conduct a review. We are using the results of their review to make a number of improvements to the program, including consideration of changes in the ENG 101/105 course requirements.
- Sociolinguistics Concentration in the Sociology PhD. The interdisciplinary, interdepartmental program was reviewed as part of the Sociology/Anthropology department review, and will be meeting in Fall 2018 to develop recommendations to enhance collaboration among faculty in this interdisciplinary PhD concentration.

**Business services.** Our college continues to work to make our business processes more efficient and effective. Examples include:

- We reviewed trust funds and appropriated-receipt accounts throughout the college ensuring appropriate expenditure and structure while abolishing accounts no longer needed.
- We reviewed current financial processes and posted comprehensive SOPs and accompanying forms.
- We identified challenges related to HR practices in the college and began to review and improve processes. We continued to make recommendations and to advocate for improvement to long-standing university HR processes that have proven problematic (e.g., the standing practice to delay the hire of new faculty until after July lockout lifts, which results in a longer wait for unity IDs, new employee orientation, awarding of graduate faculty status, ability to be listed as instructor of record, ability to access course materials, etc.).
- We continued to advocate for improvement to central data sources so that units can access actual and projected SCH production, directly convert those data into dollar values for enrollment change, disaggregate data within units that have programs that fall within more than one of the twelve cells (e.g., SPIA), and that have distinct programs in the same cell(s) (e.g., Anthropology vs. Sociology BA, MA).



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

**Local Partnerships.** Our college continued to lead in engagement, outreach and development of local partnerships, including:

- Established a new JD/MSW dual degree program with Campbell Law School and NC State's Department of Social Work.
- Launched the Social Innovations Fellows program through our Institute for Nonprofits: The program partners students with nonprofits and businesses that aim to solve social challenges in communities. A Brain Trust comprised of local entrepreneurs, community leaders and subject-matter experts mentors the students.
- Led all institutions in North Carolina in the number of public humanities projects (19) listed on the National Humanities Alliance website.
- Renewed the appointment of Dr. Paul Brinkman, who is staff at the NC Museum of Natural Sciences and holds a faculty appointment in our Department of History.
- Expanded our collaboration with Wake County regarding the management of prisoners with mental illness (led by psychology professor Sarah Desmarais).
- With psychology professor Mary Haskett and DASA staff member Sarah Wright as co-leads, and with Dr. Haskett providing the research, helped form a consortium of campus and community partners to better understand and address food and shelter insecurity among NC State students.
- Sustained a number of ongoing programs, including the NC Legislative Internship program and a partnership with SAS to host a doctoral student.

**Global Partnerships.** During the past academic year, the college extended its leadership in global partnerships:

- College faculty led the highest proportion of all study abroad experiences with one new faculty-led program this year.
- In addition to successful 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 allow us to continue as the college with the highest scholarship acceptance rate for the fourth year running.
- The college provided matching funding for international scholarly travel, supplementing OIA and departmental resources.
- Two college faculty members, Tammy Gordon and Seth Murray, innovated new courses and conference programming in partnership with the NC State European

Center in Prague for public history graduate students and first-year students interested in international engagement.

### **Additional Issues for Humanities and Social Sciences**

We were asked to review an additional list of topics, and elaborate on those most relevant to our college that have had the greatest impact. For humanities and social sciences, those areas include changes in service environment; diversity; instructional program advances; research; fundraising; and recommendations and concerns for the future.

### **Changes in Service Environment**

The college implemented several leadership changes this year:

- Tony Harrison, who chaired the Department of English for 11+ years, retired at the end of 2017. Laura Severin became department head January 1, 2018.
- Richard Mahoney stepped down as director of the School of Public and International Affairs (SPIA) on June 30, 2018. Traci Reid, formerly chair of the Department of Political Science, is serving as interim executive director; an external search is underway with the expectation to start 1 July 2019.
- Michael Struett will serve as chair of Political Science.
- Joan Pennell, founding director of the Center for Family and Community Engagement, retired this FY; Psychologist Sarah Desmarais will lead the center going forward.

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

**Diversity in people.** We continued to dedicate resources to support, enhance and expand diversity in our college and on our campus through recruitment and retention of diverse students, faculty and staff. A few examples:

- The dean and the college's Diversity Advisory Committee (DAC) convened a well-attended college town hall where students, faculty, staff and administrators had a follow up conversation from last year's town hall and a fruitful discussion about the college and campus climate.
- 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.

- Our college committee developed recommended strategies to enhance the inclusiveness of classrooms for diverse students. Departments have committed to three strategies their faculty will implement.
- 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, and employ review processes that promote fair and effective practices.
- Of the 13 faculty who joined us in 2017, all but two were women, and nine were members of underrepresented groups.
- We held a college-wide staff development workshop on “Promoting a Positive Work Environment” that offered insights into generations at work and microaggressions in the workplace.

**Benchmarks for success.** Our efforts in diversity have resulted in a number of positive outcomes, including:

- For the second time in three years, the College of Humanities and Social Sciences won the 2018 Chancellor’s Creating Community Award in the Outstanding College/Division category, in recognition of its commitment to make classes more supportive and welcoming of inclusion and diverse students and the college’s activities aimed at improving the college and campus climate.
- Members of our college also earned Chancellor’s Recognition in the areas of faculty, staff and student awards (i.e., four of five areas).
- The proportion of females and underrepresented minorities among our undergraduate and graduate students and our faculty exceeds the university average.

**Success of 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.
- Graduate Open House/Prospective student program: We had 50 students over two recruitment events: one focused on NC State students interested in graduate school; the other focused on area schools.
- Student Diversity Coordinator Joe Johnson engaged in various mentoring activities, including Pack Promise, Student Support Services and TRIO.

## **Research**

The college has been successful in promoting scholarly productivity. We used Academic Analytics to help departments make strategic decisions about promoting research and scholarship.

During 2017-18, Dean Braden appointed a committee of department heads Trace Reid (political science), Bill Smith (sociology and anthropology), Michael Pendlebury (philosophy and religious studies) and David Zonderman (history), and chaired by Associate Dean Tom Birkland, to gather data to “tell the story” of the college. On the research side, findings include:

- Comparing the period from 2007-2011 to 2012-2016, growth in sponsored projects in our college alone grew 53%. Growth in such projects when one college investigator was included among a larger group, including investigators from other colleges, grew 105%, reflecting greater participation in interdisciplinary projects.
- The number of grants received was up 32% between these two periods.
- The number of college investigators involved in at least one project increased 13%.
- Scholarly productivity increased substantially over the two periods. Academic Analytics data indicates that on average, each faculty member in the college produced one more academic article during the 2012-2016 period than from 2007-2011. We believe the AA data underestimate the actual increase in productivity, since its data coverage in our disciplines is uneven.

The college’s research office will continue to work with departments and faculty to promote grant writing. The office initiated quarterly reports to help departments better track their progress in seeking and receiving external funding. The associate dean and the staff hold workshops, visit the departments, meet with faculty and provide support for developing funded projects.

### **Private Sector Fundraising**

The college continued to experience success in its efforts to increase private funding and meet our capital campaign (Think and Do the Extraordinary) goals. Achievements include the following:

- During 2017-2018, the college raised \$4.24M, primarily for the creation of new endowments. All new gifts support the college’s fundraising priorities, including high-impact experiences for undergraduates (internships, study abroad,

undergraduate research); graduate student support; and our Dean's Scholars program (merit scholarships for freshman).

- We made significant progress towards reaching our campaign goal of \$35M. Our current total is \$27.26M with \$7.74M left to raise in the 41 months remaining in the campaign.
- On track with last year, 75% of our gifts were in the form of bequests. We expect this trend to continue over the course of the campaign, given the relative youth of our alumni: approximately 80% graduated after 1988.
- Our priority (and challenge) for the coming year is to enhance our pipeline of potential donors by focusing on the discovery process.

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

**Budgetary Concerns and Recommendations.** With the implementation of the new resource restructuring at the university level, our college experienced an expected reduction in recurring funds (which was delayed until July 1) due to the SCH-informed allocation system. We anticipated those changes, and believe that, although it is difficult to return recurring funds, the predictability and transparency provided by the new system will, in the long term, be helpful. However, we were surprised by DE reductions, as they came late in the spring, and were also quite large (more than \$150K recurring). We would recommend that DELTA work more closely with the provost's office to forecast funding changes so that colleges have time to prepare for shifts in funding.

Most of our college's units still lack recurring funds to cover travel and other non-personnel expenditures, and many also lack funds to cover NTT salaries. Our units "earn" funds to cover those expenses through summer school and flex access DE, which is a challenge as funding gets tighter and enrollments shift unexpectedly. We therefore repeat our recommendation that DE Flexible Access funding be allocated on a recurring basis and changes be managed via the same mechanism as recommended by the university's Resource Allocation Task Force. By treating flex access DE funds differently than other funds (despite the fact they are funded by the UNC System in exactly the same fashion as other SCHs), the university invites uncertainty (i.e., they are allocated semester by semester) and introduces complexity, inefficiency and inconsistency (i.e., departments must manage two entirely different resource allocation mechanisms, and colleges are bypassed). The volatility and uncertainty of flex-access funding undermines other strategic objectives (e.g., increase T/TT faculty).

Although we are proud that our college has been able to absorb funding reductions (one-time and recurring), and to meet our share of salary increases without seeking

“clawbacks” from departments and other units, we are concerned about the future. We recommend that the university fund (or at least continue to match) salary increases from central sources, and continue to target increases that bring productive faculty to the minimum for their rank and discipline.

**Space Concerns and Recommendations.** We have initiated a space audit across the college, and last year requested an evaluation of space in the Psychology Department by the university architect. We have met with the architect’s office, and our space needs, particularly in psychology, are not being met. The data continue to show that our college lags behind all others in the proportion of space needs met. We remain uncertain about the prospects for moving Psychology into Mann Hall or other space. We have been informed that Mann Hall may be structurally unsound and uneconomical to rehabilitate.

Meanwhile, we now have usable data on the allocation of space in the college, and will use those data to drive changes in space allocations among units within the college. We have already done so in at least two departments, shifting space from a department with relatively more space to one with less, where the latter department is also growing its funded research portfolio.

We make the following recommendations related to our space concerns:

- Meet with the provost, VCORI, and the university architect to plan for Page and Mann Hall access, conversions, etc., or to develop alternatives to find space for Psychology if Mann Hall is deemed unsuitable for occupation. One alternative would be to move Psychology and the college dean’s office to Daniels Hall, and allow other units slated for Daniels (e.g., Engineering outreach, international students) to move into Page.
- Continue working with the College of Education and the provost’s office to develop a vision for a University Urban Center that would provide for graduate training, research and engagement in education and human services that are accessible to vulnerable populations. An urban center would also provide some relief to the heavily impacted Department of Psychology by providing space for research and graduate training.

We also note with appreciation the support of the provost’s office in continuing to provide assistance with the costs of our lease arrangement to house the college’s off-campus research office space. We note that dean’s office units are scattered among Caldwell Hall (academic affairs, communications, and business functions), Cox Hall (development), and off-campus space (research and engagement). We recommend

long-term planning to bring together these different units and functions into a single space on our campus (Page or Daniels Hall).