

## **Annual Report to the Chancellor 2018 – 2019**

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 2018-2019 fiscal year to the Office of the Chancellor.

Our college contributed to the university's strategic goals over the last fiscal year. We enhanced the success of students through educational innovation; we created excellence in research and scholarship through investments in faculty and infrastructure; we produced strong interdisciplinary scholarship and research programs that address social challenges; we enhanced our organizational excellence by creating a culture of constant improvement; and we created and sustained 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 2018-2019 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 61 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.

- 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 Humanities and Social Sciences funds, but also increased the number of students of color going abroad at the university overall. The #TravelingWhileBlack event started in our college in 2015 was adopted as the model for the campus-wide Study Abroad office after the success of our partnered event in the fall of 2018. In addition to the increased number of underrepresented 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. Getting Started with Study Abroad funds for underrepresented students with high need were awarded for the third year in a row, increasing the accessibility of study abroad for all our students.
- First-year experience course: We continued to run sections of Humanities and Social Sciences 120 for Spring Connect students, ensuring these students received an introduction to the intellectual diversity of our college similar to what our fall first-year students received.
- Dual degree programs: We provided \$10,000 to the Jefferson Scholars spring trip abroad. In addition, we continued to provide college resources, travel support, course and high-impact event support to the Hamilton (PCOM), Franklin (COE) and Jefferson Scholars (CALs) programs.
- High-impact interdisciplinary fellowships: We supported six undergraduate students as Full Frame Fellows at the international documentary film festival hosted in Durham. This year, NC State Arts Studies/Film alum David Hambridge was awarded two major prizes for his documentary "Kifaru," and will be showing this internationally-acclaimed film at NC State in the fall.

**New academic program development:** We initiated discussions about a new joint BA/BS degree program with the College of Agriculture and Life Sciences: Food Systems and Society.

**Academic program reviews:** None.

**New academic initiatives:**

- Identity Mentoring of Underserved Undergraduate Researchers: We paired four faculty with four 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.). This work was supported in part by a grant from the UNC System.

- Graduate Peer Mentoring Collaborative: Together with the Graduate School, we created a peer-mentoring program for doctoral students in our college that focuses on developing professional skills and competencies important for graduate student success. In 2018-2019, 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. To help units focus on undergraduate success, we developed the Enrollment/Scheduling Tool and shared it with the university. The tool 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 tool was developed to help programs make decisions about what to offer and when.

Evidence of the success of our enrollment efforts include:

- Induction of the largest number of Spring Connect students at NC State.
- 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.
- Total undergraduate majors (new and continuing) increased in 2018-2019 by 3% from 2017-2018.
- Total master's program enrollments (new and continuing) increased in 2018-2019 by 7% (from 2017-2018).
- Total doctoral program enrollments (new and continuing) remained steady in 2018-2019 (from 2017-2018).

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

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

- We welcomed four new members to the tenured/tenure track (T/TT) faculty in 2018-2019.
- In 2018-2019, we were at 219 T/TT faculty, which is slightly ahead of where we were ten years ago (212, or a 4% increase).

- Our non-tenure track (NTT) faculty also increased slightly over the past ten years (from 170 to 175 FTE, or a 3% increase)).
- 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). As a part of these memberships, members of the college participated in activities led by NHA and COSSA in Washington, D.C., in spring 2019. These activities were fruitful in helping North Carolina's congressional delegation understand and support our work, and also assuming a national leadership role in humanities and social sciences advocacy.
- 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. We have begun to lay the groundwork for a joint faculty meeting with the Poole College of Management, to be held in the fall of 2019, where we will share mutual interests and develop ideas for ongoing collaboration.

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

- In FY 2018-2019 we received \$7.96 M in external research funds, according to RADAR data, an increase of 15.5% from FY 2017-2018. This is the largest one-year total funding in the last ten years.
- At 79, the number of projects awarded is up from the 71 funded projects at this time last year. The *proposal* volume — 89 proposals with a value of \$22.6M — is down 6.2% in dollar value, and down 5.3% in terms of the number of proposals over the prior fiscal year; yet we are experiencing a higher rate of success. We interpret these data to suggest our faculty are improving the quality and competitiveness of their proposals.
- Contract and grant expenditures were approximately \$7M, nearly the same as last year's expenditures.

- We supported seven research projects through the Faculty Research and Professional Development (FRPD) program. These projects are direct investments in faculty scholarship (e.g., funding pilot studies; supporting faculty access to archives) that lead to competitive proposals for extramural research, prestigious fellowships, books, and more.

### **Selected faculty achievements and awards:**

- Walt Wolfram (English) was named a member of the American Academy of Arts and Sciences.
- Jennifer Kuzma (SPIA/Genetics, Engineering and Society) was named a Fellow of the American Association for the Advancement of Science.
- Eleven faculty members were promoted from associate professor to professor, of which three faculty members received early promotion and tenure. Ten faculty were promoted from associate professor to professor. In addition, one faculty member won conferral of tenure at the rank of associate professor (hired as associate professor without tenure).
- Two faculty members were named University Faculty Scholars: Robin Dodsworth (English) and Laura Widman (Psychology).
- Paul Fyfe (English) is wrapping up his year as a Fellow at the National Humanities Center.
- Professors Elaine Orr (English) and Jennifer Kuzma (Public Administration, SPIA) were nominated to the Research Leadership Academy. Orr was selected to join the 2019 class of the RLA. Kuzma will be recognized as the college's recipient of the Outstanding Social Scientist Award in fall 2019.
- Three of our faculty received the Alumni Association Outstanding Teacher Award and were inducted into the NC State Academy of Outstanding Teachers: Marina Bykova, professor of philosophy; Jorge Mari, professor of Spanish; and James Michnowicz, associate professor of Spanish.
- Craig Friend, professor of history, won the Alumni Association Distinguished Graduate Professor Award. Karey Harwood, associate professor of religious studies, won the Alumni Distinguished Undergraduate Professor Award.
- RaJade Berry James, associate professor of public administration, won the Outstanding Extension Service Award.
- Jessica Jameson, professor of communication, was nominated for the Board of Governors Outstanding Teaching Award.
- Four humanities faculty won prestigious fellowship competitions this year: Marsha Gordon (English) and Kat Charron (History) were selected as National Humanities Center fellows for next year; Craig Friend (History) received an NEH Fellowship at the American Antiquarian Society for Fall 2019. Frederick Frietas (History) received an NEH fellowship for 2019-2020.

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

**Collaboration in campus initiatives:** Faculty continued to create, lead, and participate in the following initiatives and programs:

- The multi-university Consortium for Nonproliferation Enabling Capabilities.
- Chancellor's Faculty Excellence Program clusters: Genetic Engineering and Society (cluster and center); Digital Transformation of Education; Leadership in Public Science; Visual Narrative; Global WaSH; and Sustainable Energy.
- The Behavioral Health Group, led by psychology faculty and open to all faculty and graduate students at NC State, whose 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 2018-2019.

**Public scholarship:** We sustained intellectual leadership in such ways as:

- *Living in the Gray*: In October, in partnership with the GLBT Center and the African American Cultural Center, Interdisciplinary Studies hosted New York Times bestselling-author Michael Arceneaux to discuss his new book and the politics of Black gay male identity in the South.
- "A Just Anthropocene: Water, Climate Community, and Resilience:" Interdisciplinary Studies hosted Professor Nancy Langston of Michigan Technological University as the 2019 Rolf Buchdahl lecturer on Science, Technology and Human Values at Hunt Library. Her presentation was designed to help students and the public think more critically about the intersections of history and climate change in the Great Lakes region and the challenge and promise of global climate connectivity. Langston also participated in student and faculty forums during her visit.
- Our doctoral program in Communication, Rhetoric, and Digital Media hosted a two-day symposium "Dialog 2.0" to explore how conversations in online and hybrid spaces can promote communication that overcomes tribalism and polarization.
- "Rising: Perspectives of Climate-Related Change Along North Carolina's Coast:" Interdisciplinary Studies, in partnership with the Southeast Climate Adaptation Science Center, the African American Cultural Center, the North Carolina Sea Grant and the Center for the Study of the American South at UNC-CH, hosted an exhibition that featured photos about North Carolina's changing coastline and its

effects on the people who live and work there. We also hosted an interdisciplinary panel discussion and student poster session.

#### **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 for:

- College Dean Jeffrey Braden
- Michael Pendlebury, Philosophy and Religious Studies Department Head
- Blair Kelley, assistant dean of Interdisciplinary Studies and International programs

Issues were identified for improvement, and concrete steps are 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 college initiatives — that is, in addition to reviews scheduled by the Graduate School and DASA:

- We worked with departments to understand and proactively prepare for the new UNC System Office regulation on AP credit. We developed a college-level plan for adhering to this policy and for communicating potential impacts, academically and financially.
- We reviewed the interdisciplinary, interdepartmental Sociolinguistics Concentration in the Sociology PhD program as part of the Sociology/Anthropology department review, and a set of recommendations to the college that will be discussed Fall 2019.
- Our associate dean of academic affairs, in collaboration with the college research office and the HR/finance team, created a “hiring principles” document for graduate teaching, research, extension and services assistants.
- We facilitated consultation on a proposal to discontinue ENG 105 and create a 200-level ENG course to better serve transfer students.
- The Department of Foreign Languages and Literatures ended its long-running English Immersion Program, in part due to changing demand and duplication of effort from the Intensive English Program.

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

- In July 2018, the college formed an HR advisory council to review HR processes, identify priorities and recommend process improvement. The council consists of three department heads (one that serves as chair) and the assistant dean of Interdisciplinary Studies and serves in an advisory capacity to the assistant dean of finance and administration. During this first year, the council:
  - piloted and adopted a more efficient process within the college for rehiring NTT faculty during the academic year and during the summer session.
  - made suggestions (that were eventually adopted) to resolve the academic difficulties arising from the university practice of waiting until after July payroll lockout to approve Fall faculty hires.
  - reviewed the management of NTT pooled positions in the college and presented information to the college's leadership team.
  - developed standard procedures for departments to submit lecturer promotions.
  - established college principles concerning the length of NTT contracts.

### **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 the following:

- We established a new JD/MSW dual degree program with Campbell Law School and NC State's Department of Social Work.
- Anthropologists Dru McGill and John Millhauser partnered with the Oberlin community project to help preserve Raleigh's earliest African-American cemetery.
- Our Institute for Nonprofits just concluded the first year of its Social Innovations Fellows program that 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. This year, the fellows engaged in five projects that identified problems and developed innovative solutions with tangible social benefits.
- We continued our collaboration with Wake County regarding the management of prisoners with mental illness, led by psychology professor Sarah Desmarais, who also directs the Center for Family and Community Engagement.
- With psychology professor Mary Haskett and DASA staff member Sarah Wright as co-leads, and with Haskett providing the research, we helped form and



continued the work of a consortium of campus and community partners to better understand and address food and shelter insecurity among NC State students.

- We sustained a number of ongoing programs, including the NC Legislative Internship program.
- The college research office has worked to provide information to economic development and industrial partnership offices at the university.

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

- The Khayrallah Center for Lebanese Diaspora Studies hosted Dr. Fadlo Khuri, President of the American University of Beirut, for a public talk and exploration of ongoing partnerships with NC State.
- College faculty led the highest proportion of all study abroad experiences.
- In addition to successful efforts to recruit underrepresented students participating in study abroad described earlier, increases in our funding level for college study abroad scholarships from \$1000 to \$1500 allowed us to continue as the college with the highest scholarship acceptance rate for the fifth year running.
- Matthew Booker (History) and Moses Khisa (Public and International Affairs) were selected as Global Fellows for the inaugural class of the Global Engagement Institute.
- The college provided matching funding for international scholarly travel, supplementing Office of International Affairs and departmental resources.
- Political Science professor Heidi Hobbs served as interim director of the NC State European Center in Prague in 2018-2019.

### **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 with the greatest impact. For humanities and social sciences, those areas include changes in service environment, diversity, fundraising, and recommendations and concerns for the future.

**Changes in service environment:** The college implemented several leadership changes this year:

- Sarah Desmarais, associate professor of psychology, was named director of NC State's Center for Family and Community Engagement, effective July 1, 2018.
- Irwin Morris joined the college as executive director of the School of Public and International Affairs on July 1, 2019.

- Jessica Jameson was named department head of Communication, effective July 1, 2019. She takes the reins from Ken Zagacki, who served as head for 12 years.
- Jeffrey Diebold will chair the department of public administration, effective July 1, 2019. He takes over from Jerrell Cogburn, who served as chair from 2007-2011 and again from 2012-2019.
- Richard Clerkin stepped down as director of the Institute for Nonprofits as of June 30, 2019. Traciel Reid, former chair of political science and interim executive director of SPIA in 2018-19, will serve as interim director as the college undertakes a search for a new director.

**Diversity: Initiatives and Progress:** 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 on "Black Lives Matter." The event was the highest attended event of the university's Diversity Education Week activities.
- Each department in our college has created and maintains a diversity recruitment and retention plan for faculty of color. Annual reports continue to highlight their efforts and achievements. Our college committee developed recommended strategies to enhance the inclusiveness of classrooms for diverse students. At the request of the dean, faculty in each department selected and began implementing three strategies to make their classrooms more inclusive.
- 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 four tenured/tenure track faculty who joined us in 2018, three were women and one was a member of an underrepresented group.
- We held a college-wide professional development and advancement workshop for SHRA and EHRA non-faculty employees on ensuring a healthy workplace environment with presentations on "Having Difficult Conversations" and "Preventing Bullying and Harassment."

Benchmarks for success in our diversity efforts include the following positive outcomes:

- In recognition of her valuable contributions to the Black community, Juliana Nfah-Abbenyi, the college's assistant dean for diversity, won the Lawrence M. Clark Faculty Development Award. This award is given to "a faculty member who works to increase diversity in the faculty ranks of NC State and to support the professional success of Black faculty. The criteria for this award is demonstration of advocacy at the departmental level or higher, mentorship of other faculty members, and other activities that create access to professional opportunities for underrepresented groups."
- We increased the proportion of female T/TT faculty over the past ten years (from 40% to 47%), and doubled the proportion of T/TT faculty who are members of under-represented minorities (from 8% to 18%).
- We sustained the proportion of female undergraduates over the past ten years (63% to 65%), and increased the proportion of students who identify as members of under-represented minorities (from 20% to 27%).
- For the tenth straight year, the Office of Multicultural Student Affairs recognized us with an Outstanding College Performance Award for diversity in its incoming first-year students. The proportion of females and underrepresented minorities among our undergraduate and graduate students and our faculty exceeds the university average.
- At our invitation, Raleigh chief of police Chief Cassandra Deck-Brown gave the spring diversity lecture on "The Importance of Inclusion and Diversity in Law Enforcement."
- Members of our college earned Chancellor's Recognition in the areas of faculty, staff and student awards.

Related to student diversity initiatives, we continued diversity programming for undergraduate and graduate programs and/or students.

- CUBA: Three graduate programs participated in Conscious and Unconscious Bias workshops for graduate admissions committees.
- Graduate Open House/Prospective student program: We had 45 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 mentoring activities that included Pack Promise, TRIO Student Support Services and Enrollment Management College Access Summer Programs.
- Retention initiatives: We established three workshops (goal setting, educational resources, mentoring) for students whose GPA was below 2.0. These workshops occur each semester. Johnson also represents the college as a member of the

university's Cares Team that supports students in crisis or who are identified as exhibiting concerning or worrisome behaviors.

**Private sector fundraising:** The college continued to successfully increase private funding. Achievements include:

- During the 2018-2019 year, the college raised \$3.1M, 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 and undergraduate research); graduate student support; and our Dean's Scholars program (merit scholarships for freshmen).
- Working closely with our college communications team, we employed considerable resources of time and talent toward NC State's first Day of Giving (DoG). Our college brought in \$345K on DoG, and engaged alumni, faculty, students, staff and friends through strategic communications, special challenges, and our unique "Rocky Braden" video. DoG gifts of note include \$150K (deferred) for undergraduate scholarships in SPIA; a \$56K 5-year pledge for undergraduate scholarships in Social Work; a \$25K deferred gift for student support; two \$10K 5-year pledges, one for study abroad and one for the CHASS Excellence fund; and a three-year \$7.5K pledge to support the CHASS Excellence fund. We received donations from 517 unique donors, including 134 first-time ever donors and 60 current faculty/staff members.
- We continue to track on target to reach our campaign goal of \$35M, with \$5.2M remaining to be raised over the final 30 months of the campaign.
- As has been true throughout the campaign, a significant percentage 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**

The dean of the college will return to faculty in July of 2021. His focus during the time he has remaining is to address structural issues within the college, rather than initiate new strategic directions. In other words, he wants to leave the college on a solid foundation to allow the new dean to focus on strategic issues aligned with the university's new

strategic plan. Three structural issues should be addressed prior to July 2021 to allow the university to recruit a top-flight candidate to sustain the college's momentum.

**Space:** The architect's office completed an audit of the space needs for the college with a focus on the Department of Psychology. Overall, our college is more than 20,000 square feet short of the space it is projected to need, and the Department of Psychology is more than 10,000 square feet short of its needs. As one of the most rapidly growing departments on the campus (it has more than 900 majors and 300 minors; more than 100 doctoral students; and accounts for nearly half of the college's extramural funding), it needs space, but is landlocked on the two upper floors of Poe Hall. Ensuring Psychology receives space when Engineering moves to Centennial Campus, and obtains needed space for research and graduate training through a university urban center devoted to education and mental health, is the top priority of the college. A secondary priority is to ensure the college obtains space that would allow the college to consolidate deans functions (academic affairs, research, communication, development, business services) in a common location from the four buildings where personnel are currently placed.

**Enrollment and T/TT faculty funding:** The college's success in increasing its majors and SCH production could be eroded as the new Board of Governors (BOG) policy requiring all UNC campuses to award credit for AP scores of 3 or higher goes into effect this year. Although preliminary data suggest the impact may not be as severe as feared, the new policy — coupled with potential changes to enrollment funding taken by the BOG or the General Assembly — create uncertainty regarding recurring funding, which threatens investment in T/TT faculty. Additional concerns for funding T/TT faculty are created by mandatory increases in payments to university information technology, and the expectation that the college set aside reserves for self-funded increases. Currently, the funds freed up through resignations and retirements are the most reliable source for faculty and IT funding; self-funded increases and increased costs for IT diminish the funds available to hire or replace T/TT faculty.

**Faculty salaries and student stipends:** A report released by the Faculty Senate in spring 2019 highlighted the exceptionally low wages of our professional track/NTT faculty. Our college embraced the report, and has proposed to the provost that we establish minimum salaries for professional track faculty that are consistent with a living wage, and would ensure faculty of professorial rank are paid at least at the rate of a 12-month postdoc appointment. We have also requested to partner with the provost to ensure T/TT faculty who fall below the minimum salary for their rank and discipline, and who perform well, receive salary increases to meet or exceed the minimum threshold identified by university human resources.

The interdisciplinary study of food and shelter insecurity among students on our campus revealed a distressing finding: Graduate students in all programs in our college are not paid a living wage. This problem is particularly acute for international students, whose visas do not allow them to work for employers other than the university. Our low stipends are not only not competitive with other programs; they actually create food and shelter insecurity among our graduate students. We are partnering with the Graduate School to develop a proposal to gradually increase our student stipends so that they are competitive, and ideally, provide a livable wage.