

**Dean Toby Parcel  
Address to CHASS Faculty  
October, 2006**

Thank you for being here today. Everyone has provided the warmest possible welcome and has been very generous in sharing insights into NC State and CHASS. My husband, John Gerber, and I are both starting to feel a part of everything going on here, at what is truly a very exciting time.

It is a privilege to join you as Dean of the College of Humanities and Social Sciences (or CHASS), and to talk with you today. This talk will be forward looking, with most of it devoted to where I think we should be going in the next five years. To set the stage, however, let me reiterate some of what I articulated on the search last spring.

Specifically, we have a tripartite teaching mission. First, I think we should be proud of the role we play in serving virtually every NC State undergraduate student through providing basic courses in English composition, communication, languages, and electives; we all believe that these courses help to provide a liberal arts background that is essential in today's quickly changing world.

Second, our college serves close to 4400 undergraduate majors. These students need the best education we can provide, as a foundation for professional work in many fields, as well as to live their lives. Third, we train over 750 graduate students. This, too, is teaching, and is another area of accomplishment in which we can take great pride.

But there are two other major missions for CHASS. First, we have a significant research agenda, and expect high caliber research from every tenured and tenure track faculty member. Our faculty are nationally and internationally known for their research in both basic and applied areas, for their works of fiction and poetry, and for their service to their professions, and to the state. In addition, we are engaged within the state of North Carolina and beyond. Our School Psychological Services Clinic is one example; our social studies textbook project, just recently signed as a new contract with a publisher, is another.

We have a bright future. Later I will talk about the challenges we face, but, first, I want to acknowledge our strengths. First, we have a very accomplished faculty. The more colleagues I meet and the more I learn of the faculty, the more impressed I am. The faculty are at the heart of any success that we have. Second, we are located in a beautiful and dynamically growing state, all the more so here in the Triangle. We work in a place where many would like to live; if we can address some resource issues, our recruiting power will be even more enhanced. Third, there is a growing awareness on campus and beyond, that CHASS has an important place at State; specifically, the language of the University's strategic plan is very favorable to us, and will help us grow and develop as we should. More about that shortly. Finally, although we have significant problems with space, our space fortunes are improving. I thank Ed Funkhouser for all that he has done to network with the right people on campus who make the recommendations in this arena. I have met with these staff, and they are explicitly committed to helping CHASS obtain more square footage to support all of our missions. I have never seen anything like that from similar people up in the Big 10. The creation and growth of Centennial Campus is a good thing for us; as units from this side of campus move out, space is renovated for us. All of this takes time, but in the long run, it will make a tremendous difference.

Now to our future. I think the University's new strategic plan provides us with tremendous opportunity and avenue for support. We need to take advantage of that. First, and probably foremost, the plan says that NC State will "strengthen our commitment to a broader, more comprehensive range of disciplines." This will not happen without significant program growth in CHASS. I know we are up to the challenge. Several activities are key here. First, we will build our graduate programs. Already colleagues are at work in proposing a new PhD program in public history, which builds upon a nationally known masters degree in that same field. PhDs in public history are not traditionally placed on the faculty, but rather seek employment in museums and other venues that play a vital role in bringing history to the public. Also in planning is a PhD in Spanish. This degree program will have a strong cultural component; colleagues in that unit also hope to establish graduate exchange programs on the Peninsula as well as

in Latin America as an integral part of this program. Also under discussion are a new PhD program in socio-linguistics and an MA in Philosophy.

Nor is this new intellectual breadth confined solely to the graduate level. Recent introduction of a Womens' and Gender studies major and a German Studies major provide greater breadth of offerings at the undergraduate level. An undergraduate major in East Asian Studies is also in the planning stage; building on an already strong faculty in Japanese, this major would offer both a Japanese track and a Chinese track, the latter enriched by our developing partnerships in China.

Second, and related to this, the plan says that the University will hire and support the faculty of the 21<sup>st</sup> century; this needs to be a major activity in CHASS. As I noted above, the more CHASS faculty I meet and the more I learn of their accomplishments, the more impressed I am. So the foundation is strong. But we need to increase our faculty numbers, both to support new graduate and undergraduate programs, and to strengthen our research profile. We currently have 16 recruitment committees at work this year to select both faculty and leadership to build the future of our College. We also need to invest more in supporting the scholarship of faculty who are already here, to enhance both their teaching and research productivity. There is nothing more important than building the quality of the faculty.

There are other aspects of the University's strategic plan to which we will also contribute. We have a vital role to play in promoting K-12 education; the emphasis in the Plan is on K-12 science and mathematics, but we have a role as well. Our specific responsibility in teacher training is to teach the content in English language, global languages and social studies to complement instruction in foundations and methods that occurs in the College of Education. This is an important partnership for us, and one that we take very seriously. More generally, partnerships with other colleges are important; more about this later. At the most general level, we can do so much more together than we can in isolation.

The University's plan says that State will promote knowledge-based public policy; this is another area where we are key players. We have a new School of Public and International Affairs. SPIA has a unique and important niche to fill as it provides vital information and policy recommendations to state government here in North Carolina. Our location in Raleigh makes this a natural and appropriate role for this new unit. Over time, the whole will become more than the sum of its parts. Other colleagues will have roles in promoting public policy as well.

Another role for CHASS is in promoting the internationalization of the University; the Strategic Plan says we will integrate global perspectives into our programs and functions. Once again, we are leaders both in terms of our scholarship, and in terms of our curriculum. It would take too long to acknowledge all the CHASS faculty who contribute to the scholarship of internationalization, so let me focus instead on our curricular advances. We have a new major in International Studies, which is already attracting good numbers of students. Just the other day I spoke with parents whose son is very interested in coming to State specifically for this major. There will be many more.

This portion of the Plan also speaks to diversity. Again, our College already plays a major role in producing the scholarship of diversity. Our demographic profiles of students and faculty are good; they need to improve further. In addition, we need to do all we can to make sure that our learning and working climate is as inclusive as possible.

Let me briefly become more concrete about steps we need to take to move the College ahead in the next five years. First, we will leave behind, once and for all, any notion that CHASS is a "service school." As I noted above, we have multiple roles, and are proud of all of them. But we need to get the word out so that this more balanced vision is known throughout the state and the nation. Accordingly, I have appointed a committee to draft a communications plan for the College. Their plan is in good draft form, and later this week I will present it to the CHASS Advisory Board for their input and feedback. Then we will get it out to the heads and faculty for additional revisions. We need to take full advantage of both print and electronic means to tell the story of our research, our teaching

and our engagement. And we will begin implementation. Look for our new CHASS magazine by Spring, 2007. In addition, we want all of you to be on our mailing list for an electronic newsletter that will keep you up to date on what is happening in CHASS. I hope to have this going within a few months.

In addition, I see a College that has stronger interdisciplinary ties in the future than it has had in the past. This is, in addition, another feature of the University's Strategic Plan. As I noted above, we are growing our interdisciplinary programs within CHASS, with new programs in Africana Studies, International Studies, and Women's and Gender Studies among others. But we need to look beyond our college confines.

For example, the new University initiative in Analytics is an interdisciplinary effort to which CHASS can contribute. Gerontology provides another possible area for collaboration, with CHASS colleagues in Psychology, Sociology, and Social Work already well engaged in research on aging. How can we partner with colleagues in other colleges to tackle key issues to help our elderly? We need to reach out across campus to work more effectively on interdisciplinary teams coming together to address today's complex problems. Interdisciplinary teaching and research are the wave of the future. In addition, colleagues in CHASS should be suggesting their own initiatives to which others on campus will contribute. I look forward to helping this happen.

We also need to build our resource base in order to better support each aspect of our mission. This is a major weakness right now, and a very serious one. I am already working with our Provost, Larry Nielsen, regarding the CHASS budget so that we can evolve to the point where we have a budget adequate to meet the growing demands of our students and the needs of our faculty. Provost Nielsen "wants to do right by CHASS." This past year CHASS received more than \$1M in continuing funds from the Provost for seats and sections, opportunity hires, as salary for NTT faculty, and infrastructure support. This was the largest sum he granted to any college at State. The challenge, however, is that our obligations and real needs still outstrip our resources, and the problem could easily get worse. Jessie Sova, our Assistant Dean for Finance and

Administration, has been very helpful in putting together an historical timeline of how our student demands have outstripped our budget increases. I will give this the highest possible priority, because these funds are at the heart of all that we do.

At the same time, we need to do more to generate our own resources. Accordingly, I have been very busy meeting donors, alumni and other friends of CHASS and the University. It used to be that Deans of Arts and Sciences at state universities were only marginally involved in development. Those days are long over. I look forward to helping CHASS raise funds from private sources as another key fiscal building block for our college.

Finally, our faculty need to become even more active in bringing in grants to support research. To be sure, there is a solid foundation here. I am also pleased to note that colleagues in the humanities have been very active and successful in this arena, something that is to be applauded, especially given the lower levels of funding available in those fields. But in the aggregate, the College needs to step it up. I look forward to working with my staff, the heads and faculty to make this possible over time.

Finally, I have been urged to say something about process. Here I am still learning, but I am respectful of all you have done to build up appropriate process here at State and in CHASS. I expect to be much more on top of this after my first year is completed, when I have been through an entire cycle of Reappointment, Promotion and Tenure (RPT), but I firmly believe that processes protect people in large organizations and that your investment in time and care here has been well spent.

I very much value the trust that Chancellor Oblinger and Provost Nielsen have placed in me to lead CHASS in meeting its part of the university's mission. I am also grateful to all of you for your warm welcome and for what I hope will be support of our College in the years ahead. I welcome your questions. Thank you very much.