

Dean Toby Parcel
Address to CHASS Faculty
November, 2007

Thank you for being here today. In preparing these remarks, I have reflected back on my talk to you in October, 2006, both as a way to benchmark our progress and as well as to set a course for our future. It has been a year with a steep learning curve, but I am hopeful that it is flattening out. I am particularly appreciative of the faculty's role in facilitating my learning. Your participation on college committees, your feedback through the compact plan process, your participation in reviews of department heads, and in many other contexts has been absolutely invaluable to me in my first year. I hope you will keep sharing information with me in the years ahead, because we have much more work to do. And let me re-iterate something I first spoke about last autumn: the quality of CHASS faculty is very high. I am not surprised, but the more I learn, the more rewarding I find this to be. We go nowhere without high quality faculty.

In planning our work in the year ahead, I think it is helpful to note some accomplishments. First, I am delighted that we have been able to do so much to support salary increases for both tenured/tenure track faculty as well as non tenure track faculty. With President Erskine Bowles' support, I am

hoping that we will continue to see strong salary packages. I am also grateful to Provost Nielsen for his additional help to CHASS faculty, both T/TT and NTT, from Campus Initiated Tuition Increase (CITI) funds. We cannot and will not be complacent, but our progress has been both very much needed and very helpful.

Second, a year ago I spoke to you about the need to “get the word out” about CHASS excellence. I am pleased with our progress there, and want us to do even more in the coming year. Our partnership with Creative Services has helped us to publish a magazine twice a year that is sent to over 22,000 alumni and friends. They have also helped us publish an electronic newsletter that is aimed more at the inside of NC State. But all this would not have been possible without the work of Lauren Kirkpatrick and Kathy Whaley in CHASS Advancement. Lauren is the chief writer for both of these vehicles, and she helps us in many other ways to get the word out about the excellence in CHASS. Kathy Whaley is behind the implementation of our newsletter, and is currently working with departments to support their communications efforts. In the coming year we will be working with all of our communications partners to provide a more coordinated look for the College, refine key messages, and disseminate them more broadly and more effectively. This will be an ongoing effort that

needs to be pursued across multiple years in order for our agenda to move forward.

Third, we have made progress in realizing our potential to bring new academic programs to NC State; these programs speak to our academic excellence as well as help the university pursue comprehensiveness. Our PhD program in public history is over at General Administration, and, despite a recent hiccough in the system, has strong support from NC State as well as funding from the Provost. Our German Studies major is approved and already has enrolled 16 students, including Jennifer Boyd, a double major in engineering and a Rhodes Scholarship finalist. The International Studies major that began in Autumn, 2006 already has over 160 majors! Our Hispanic PhD proposal is coming along well; I look forward to being its strong advocate with the deans and vice chancellors in Spring, 2008. Colleagues are working on additional curricular innovation in the areas of Asian studies, film studies, forensics, and linguistics. We are clearly doing our share to pursue comprehensiveness and I am proud to support these efforts.

But a challenge that we must meet in doing so is having enough resources to pursue all of our dreams. In the past year, I have worked very closely with

Jessie Sova and Provost Nielsen to share data that will enable all of us to understand how efficiently and effectively we have used our resources, and why we need more continuing funds to support additional faculty and staff. The Provost has been responsive by giving us \$2.6M in the compact plan over the next three years (through 09-10). We are gaining money for seats and sections, professional advisors, infrastructure, the Public History PhD, our Social Work department, SPIA, and the Non-Profits Institute. But there is more work to do, because our enrollments continue to outstrip our resources, and our recent budget cut further weakened our infrastructure. In addition, we need to balance out support for new programs with support for existing programs that need resources to reach a higher level of excellence. This may be difficult, but it is vital, and I promise to pursue this challenge in the years ahead.

Obtaining new resources must be a multifaceted effort. Our efforts to bring in grants are bearing fruit. Our efforts to strengthen development are beginning to bear fruit. But these efforts alone should not and cannot be seen as replacements for continuing state funds needed to fund basic academic programs. This will continue to be a major priority in the year ahead. In addition, although we have improved support for faculty

professional development in the college generally, there is a long way to go. This will be another priority as we move forward.

A year ago I talked about the importance of our looking outside of our college for partners to pursue our academic objectives, and working with other colleges at NC State. We have made some progress here. I am grateful to Tom Hess, Psychology, for agreeing to talk with colleagues from other colleges on campus about an Aging Initiative that will both support research as well as graduate training agendas in several departments. The Provost is interested in funding these efforts as part of the university theme of pursuing health and well-being. In the past year I have worked with Dean Kay Moore, College of Education, to help her understand the CHASS perspective on secondary education. I believe we have made significant progress in that arena, and we have also strengthened our operational partnership in support of teacher preparation. Our colleagues in SPIA have been active in forming relationship with state agencies and with other colleagues on campus around policy issues. Our latest Accolades magazine on engagement illustrates a number of additional ways in which we are reaching out to communities in North Carolina and beyond. We need to keep these partnerships going, and form new ones.

In all of this, however, I am concerned that we balance out the quest for new revenues, and our partnerships, with our academic values. Let me take this from an historical perspective. If you had told me when I first entered administration in 1992, that in fifteen years I would be substantially focused on “revenue streams,” “re-branding,” “development”, framing of messages, corporate partnerships, and the like, I would not have believed it. And yet, these are terms that university administrators use frequently, including here at NC State. And their actions follow the rhetoric. The reality is that even in North Carolina, where we enjoy substantial support from the State for higher education, those dollars and tuition are not enough to pursue the visions we have of academic excellence and nationally ranked programs. This leads to increased emphasis on grants, private funding, and so forth.

But there is another aspect of this reality that needs our clear attention. That includes the re-purposing of state funds from one agenda to another, even within a given department. Often this is a very good thing, and fully consistent with academic values. To illustrate, Tony Harrison, Head of English, was originally authorized for two faculty searches this year. As a function of Tony’s rearranging resources already devoted to English, I was pleased to authorize another two searches for tenure track faculty to support priorities developed in the English department. But the choices are not

always so clear. Let me illustrate by referring to the change in SACS requirements that credit hours be produced only by faculty or graduate students who have at least 18 credit hours beyond the bachelors degree. These are now guidelines, not requirements, and NC State is still discussing whether we have flexibility in making any changes in how we deliver credit hours. But assuming we might have some flexibility in the future that we do not have today, what changes, if any, should we make? We discussed this at our heads' meeting last Friday, and I was very impressed with the thoughtful responses that came from each department concerning the possibilities, or not, that this flexibility might provide. We need additional funds to support graduate stipends, for example, or for operating. But I do believe it is important for us to make careful and informed choices about re-purposing. The choices we make will reflect on our academic values, which should remain strong. Our challenge is to maintain and strengthen those values, while still managing with the fiscal realities we experience.

I welcome your questions. Thank you very much.