

Annual Report to the Chancellor 2021-22

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NC State University's College of Humanities and Social Sciences respectfully submits this annual report for the 2021-22 fiscal year to the Office of the Chancellor.

During the last fiscal year, our college contributed heavily to the university's strategic goals. We empowered students for a lifetime of success and impact; ensured preeminence in research, scholarship, innovation and collaboration; expanded and advanced our engagement with and service to North Carolina and beyond; championed a culture of equity, diversity, inclusion, belonging and well-being; improved university effectiveness through transformative technologies, cutting-edge processes and actionable data; developed innovative partnerships, entrepreneurial thinking and applied problem-solving; and elevated the national and global reputation and visibility of NC State.

Goal 1: Empower Students for a Lifetime of Success and Impact

- **Impact Scholars Program:** The college implemented a new donor-supported, multi-year program for first-year students entitled the Impact Scholars Program. Students in this program receive up to \$5,000 in resources, which includes a scholarship, a paid research opportunity and funds toward a high impact experience. The first cohort had six students who met monthly with members of the college's academic affairs team. Students heard from peers who had participated in undergraduate research, study abroad and internships. They engaged in workshops to enhance their resumes and develop LinkedIn profiles. They conducted informational interviews with a professional who worked in a field they were considering and shared their interview summaries with each other. Three of the six Impact Scholars will be working as undergraduate research assistants with faculty in our college during the upcoming year (their sophomore year) via the Provost's Professional Experience Program. Student feedback was extremely positive, and the students had many ideas about how they could interact with next year's incoming cohort and continue their collaboration during their sophomore year.
- **Course Review:** Consistent with the university's goal to have students acquire specific knowledge to help them become inclusive thinkers, the college developed a review timeline for 75 courses to be reviewed for inclusion on the new GEP-USDEI list prior to the requirement's implementation in Fall 2023. The college reviewed approximately one-third of the courses during the Spring 2022 semester, in keeping with the review timeline.

Goal 2: Ensure Preeminence in Research, Scholarship, Innovation and Collaboration

- **Increased External Research Funds:** The college received \$5.9 million in external research funds in 2021-22, an increase of 11.1% over the prior fiscal year.
- **National Humanities Center Fellows:** Timothy Stinson (English) was named a National Humanities Center Fellow for 2021-22. Blair Kelley (History) and Jason Miller (English) were named NHC fellows for the 2022-23 academic year.
- **University Faculty Scholars:** Four faculty members were named as University Faculty Scholars in 2021-22: Grant Bollmer (Communication), Eduardo Corral (English), Veljko Dubljevic (Philosophy) and James Mulholland (English).
- **Guggenheim Fellow:** Eduardo Corral (English) was named a Guggenheim Fellow in 2022.

Goal 3: Expand and Advance Our Engagement with and Service to North Carolina and Beyond, Defining the Standard for a 21st-Century Land-Grant University

- **Supporting Children and Families:** The Center for Family and Community Engagement (CFACE) continues its work in the community, supporting children and families through training and consulting. CFACE is a part of SoSE, a collaborative of community members working to promote the historical and cultural significance of Black Southeast Raleigh and using that knowledge to imagine and re-imagine a future through educational and cultural initiatives.
- **Service-Based Internships:** Master of Social Work (MSW) students held internships with a wide range of organizations throughout the community, including the NC State Women's Center, Shepard Middle School (Durham) and Daymark Recovery Services (Sanford).
- **Language Diversity Ambassadors:** Dr. Jeffrey Reaser, a professor of linguistics, serves as faculty advisor for the Language Diversity Ambassadors, who promote the study of linguistics and the value and richness of language diversity in our state.
- **Khayrallah Center Documentary:** The Khayrallah Center for Lebanese Diaspora Studies premiered its latest documentary, *Herbert Nassour: The People's Doctor*, at a screening in Austin, Texas.
- **Language and Life Project:** Dr. Walt Wolfram and the Language and Life Project produced the series *Taking Black in America*. As a part of this series, *Signing Black in America* was introduced as the first documentary about Black ASL, the unique dialect of American Sign Language (ASL).

Goal 4: Champion a Culture of Equity, Diversity, Inclusion, Belonging and Well-Being in All We Do

- **Equity Research Symposium:** Our college's faculty and students led the way in developing and participating in NC State's Inaugural Equity Research Symposium. Assistant Dean for Diversity Dr. Juliana Makuchi Nfah-Abbenyi co-organized the event and co-chaired its planning committee. More than 35 of the college's faculty and students participated in the event. Deans from all 10 colleges as well as the Graduate School, the Division of Academic and Student Affairs, the Office for Institutional Equity and Diversity, the Office of Research and Innovation, and the Research Leadership Academy sponsored the multidisciplinary symposium. The Equity Research Symposium was a true campus collaboration with presentations from faculty, staff and students across the 10 colleges at the university.
- **DEI Workshops:** The college sponsored workshops on infusing diversity, equity, inclusion and antiracism across the curriculum. About 30 faculty from the college's academic units participated. The workshops provided interactive sessions that supported participants in doing the work of integrating antiracist pedagogies into their curriculum and instruction and offered opportunities to engage in critical self-reflections, concentrated and serious dialogues, consciousness-raising activities and ample opportunities to explore how to implement antiracist strategies in their courses. Faculty engaged with materials that enabled them to redesign course syllabi, teaching philosophies, assignments, activities, pedagogical approaches and strategies for teaching, and rubrics that reflect antiracism.
- **Chancellor's Creating Community Awards:** The college won two 2022 Chancellor's Creating Community Awards. The English department won in the category of Outstanding College/Division Award. Dr. Intae Yoon of the School of Social Work won in the category of Outstanding Faculty Award. Other nominees included Dr. Kristen Alff for the Outstanding Faculty Award; the Department of Sociology and Anthropology Student Ambassadors program for Outstanding Student Organization Award; and Anne Njathi, Darien Dixon, Isabela Latorre, Layla Saliba and Paige Moore were all nominated for the Outstanding Student Award.
- **Decolonizing Graduate Education:** Dr. Stephen Wiley, the interim director of graduate academic affairs, organized and chaired a conversation series on decolonizing graduate education with faculty from across the college. The goal of the series was to provide a venue for faculty who teach graduate classes to discuss the challenges of decolonizing our graduate teaching, to exchange ideas and resources, and to get to know other colleagues in the college who are interested in anti-racist and decolonial pedagogy.

Goal 5: Improve University Effectiveness Through Transformative Technologies, Cutting-Edge Processes and Actionable Data

- **New Resource Allocation Model for State Funds:** After much discussion and with input from leadership, a new State Funds Budget Allocation Methodology for allocations

within the college was implemented. The new model stabilizes tenure-tenured track lines, which were previously reduced at times to support annual raise processes. Leaving faculty lines in the departments when vacated provides predictability and autonomy in making hiring decisions. Reducing the funding for the vacated lines to the assistant professor rank simultaneously frees up funds to address critical salary issues. Opportunities exist within this model for departments to partner with Interdisciplinary Studies for shared positions and hiring at higher ranks. The new model also commits to allocating 90% of enrollment change (allocation or recovery) to departments with 10% available for strategic purposes.

- **Department Annual Reviews/Strategic Planning Alignment Sessions:** The college created a data-driven departmental annual review and strategic planning process to increase opportunities and interaction between the college leadership team (deans/directors) and department level leadership (head, directors of undergraduate and graduate programs, business service coordinators) focused on strategic planning.

Goal 6: Lead in Developing Innovative Partnerships, Entrepreneurial Thinking and Applied Problem-Solving

- **Training for Child Welfare Services Professionals:** The Center for Family and Community Engagement (CFACE) continues its collaboration with the North Carolina Department of Health and Human Services to provide training and program implementation support for child welfare services workers and their partners toward improving services for families and communities around child safety issues.
- **Local Partnerships:** CFACE has collaborated with the Crosby-Garfield Community Advocacy Group (CAG) and the Wake County Long-Range Planning Department on the SoSE Southeast Raleigh Collaboration, an effort to strengthen this community. In a similar vein, the Wake Community-University Partnership seeks to leverage NC State's assets through partnerships that emphasize reciprocity and collaboration with local communities.
- **Social Innovation:** The Social Innovation and Entrepreneurship (SIE) program continues its efforts to create a community of learners to solve the world's greatest challenges. This year, in collaboration with University Interdisciplinary Programs and Senior Vice Provost Rob Dunn, we instituted an organizational move of the SIE programs to a central location to maximize its impact across the campus.
- **Helping Plan North Carolina Freedom Park:** Dr. Victoria Gallagher (Communication) is working with government and architectural partners on the planning of the North Carolina Freedom Park at the State Capitol. The Freedom Park project offers a place for school children, visitors, residents, citizens and policymakers to learn about the contributions of African Americans — and to reflect upon the importance of full freedom for every citizen and the sanctity of justice and equality.
- **Sustainability Course Database:** Dr. Seth Murray (International Studies) led one of the culminating initiatives from the 2017-22 Sustainability Strategic Plan and completed a comprehensive census and evaluation of all 4,500+ undergraduate and graduate

courses offered at NC State that align with the 17 [Sustainable Development Goals \(SDGs\)](#). The team was composed of four undergraduate students supported by the Provost's Professional Experience Program and the Office of Undergraduate Research, and in collaboration with the University Sustainability Office, the project resulted in a public-facing, searchable [SDG course inventory](#). The United Nations' Academic Impact group invited Dr. Murray to present NC State's trailblazing work at an international workshop in January, and the project was subsequently published with Dr. Christopher Galik (Public Administration) and two NC State staff members in the [United Nations Chronicle](#).

- **Developing Solutions for Students in Need:** Dr. Mary Haskett (psychology) continued her efforts to research — and develop solutions for — food and housing insecurity on campus. Dr. Haskett chairs the advisory board for [Housing Options for Students Today \(HOST\)](#), a collaborative effort between NC State and the BWEL Foundation that connects students who are housing insecure with host families in the community.

Goal 7: Elevate the National and Global Reputation and Visibility of NC State

- **Moving Up in the Rankings:** The Leadership in the Public Sector degree-completion program, offered through the School of Public and International Affairs, continued its impressive rise in the *U.S. News and World Report* national ranking of online undergraduate programs, climbing from 71st place four years ago to 10th this year. The program also earned the prestigious Quality Matters certification for its core courses, an international standard for online education.
- **Earning Prestigious Awards:** Our faculty, staff, students and alumni represented NC State on a national stage by landing top recognitions and roles. A few examples include:
 - Alumna Ina Cariño (MFA '19) won a 2022 Whiting Award, one of the largest and most prestigious awards given to emerging writers in the United States.
 - French professor Johanna Montlouis-Gabriel was one of 18 scholars worldwide to serve as a 2022 fellow of the Camargo Foundation in France.
 - Sociology and Anthropology advisor Stephanie Jares earned the Outstanding New Primary Role Advisor award from the National Academic Advising Association. Leadership in the Public Sector advisor LaShica Merit also received a certificate of merit from the association.
 - Alumnus Gentry Smith was sworn in as assistant secretary of state for diplomatic security, a role that oversees the law enforcement and security arm of the U.S. Department of State.
 - Creative writing professor Eduardo Corral was named among the 180 writers, scholars and artists in the 2022 class of Guggenheim Fellows.
 - Public administration professor Jennifer Kuzma was appointed to the Council of Canadian Academies Expert Panel on Gene-edited Organisms for Pest Control.

- A research team led by professor Walt Wolfram won the Linguistic Society of America's Leonard Bloomfield Book Award for its unprecedented research on how language changes during the first 20 years of life.
- The National Humanities Center named professors Blair Kelley (history) and Jason Miller (English) two of 33 scholars who will serve as resident fellows during the 2022-23 academic year.
- **Communicating with Key Audiences:** The college completed several strategic projects and campaigns to deliver messages to key audiences. Those include:
 - Publishing two issues of our alumni [digital magazine](#); producing a [monthly college e-newsletter](#); publishing a wall calendar for donors; and partnering with our departments to develop internal and external newsletters.
 - Boosting graduate student recruitment efforts through strategic digital communications campaigns for nine different degree programs. The campaigns directed a total of more than 13,000 users to program web pages — and led to dozens of interest form submissions (leads) and record application totals for at least one program.
 - Building our social media presence and followers by leveraging emerging trends and tools (e.g. Instagram Reels) and developing engaging content. From July 2021 to June 2022, our followers grew by 25% on [Instagram](#), 3% on [Twitter](#), 2% on [Facebook](#) and 25% on [LinkedIn](#).
 - Publishing regular editorial content that helps inform and update our primary audiences about [student experiences](#), [alumni outcomes](#) and [faculty expertise](#), among other topics.

Additional Topics for Humanities and Social Sciences

Service Environment Updates or Changes

The upcoming Engineering expansion will have a significant impact on enrollments in/demand for particular courses in our college. Most immediately, the impact will be felt in ENG 101. In the near future, an impact will also be felt on enrollments in COM 110, ENG 331, and STS 214. There may also be an increased demand for certain ethics courses required in some but not all Engineering majors (i.e., IDS 201, PHI 214, PHI/STS 325, PHI 375, STS 302, and STS 304), depending on which Engineering majors see increases in numbers.

College Strategic Planning

The college contracted with Tidal Equality for a comprehensive strategic planning process that involved a Project Planning Team, 15 listening sessions with college constituencies, two weeks of strategic co-design sessions with college constituencies, analysis of input and the development of a strategic plan. The strategic plan includes a college mission, values, strategic priorities and a culture charter. The strategic plan has been launched to the Executive Leadership Team (deans, directors, department heads) this spring, and there will be a college-wide launch in September.

Instructional Program Advancements

We conducted external program reviews for the M.A. in liberal studies, B.A. in leadership in the public sector, and the B.A./B.S. in political science.

Fundraising: Private Fundraising Successes

- The college closed out the Think and Do the Extraordinary Campaign on Dec. 31, 2021, at 117% of goal, exceeding our \$35 million target with a total of \$41 million.
- The college raised a total of \$4.9 million in FY '22 (through June 24, 2022). The total includes a will bequest to establish a distinguished professor of rhetoric as well as multiple gifts serving in support of undergraduate students from underserved populations.
- The college had a successful Day of Giving, receiving a record number of gifts (627), our second \$100,000 EOSI scholarship and for the second year in a row, 100% participation from the 36 member Dean's Board.

Administration: Leadership Searches

- Associate Dean of Academic and Faculty Affairs (complete): Dr. Robert Hawkins
- Director of Communications and Marketing (complete): Nash Dunn
- Assistant Dean of Human Resource Administration (complete): Stephanie Carter
- Assistant Dean of Financial Administration (complete): Sharon Herring
- Assistant Dean of Undergraduate Programs (search ongoing)
- Interim Department Head, History (complete): Julia Rudolph
- Interim Assistant Dean of Interdisciplinary Studies (complete): Susanna Lee
- Department Head, School of Social Work (search ongoing)
- Department Head, History (job posted for July 2023 hire)
- Department Head, English (job posted for July 2023 hire)
- Department Head, Sociology and Anthropology (job posted for January or July 2023 hire)
- Department Head, Foreign Languages and Literatures (job posted for July 2023 hire)
- Assistant Dean of Interdisciplinary Studies (rename if approved, job will be posted August for July 2023 hire)

Administration: Infrastructure

- Leadership Searches Standards of Practice: Created a robust shared drive that includes standards of practice (e.g., timelines, email templates, interview templates, interview question resources, etc.) for leadership searches to ensure consistency and professionalism across searches and to provide search chairs with support.
- Leadership Essentials Orientation and Networking: I created and will implement an initiative to help orient new college-level leaders. The purpose is to provide new college-level leaders with training on the essential activities of the various dean's units. Participating leaders will include new deans, department heads and directors who directly report to the dean or who have been recommended by a dean's direct report to attend (as well as other leaders as invited by dean's units). This will be a 2-3 month program, with leaders meeting weekly for a session with each of the dean's units (and for some, more than one session).
- Internal Communications: I have brought intentionality and focus to internal communications with the goal of providing faculty and staff access to dean's level decisions and issues being addressed and explored. These activities included weekly Tuesday check-ins (zoom, 30 minutes), structured faculty and staff meetings (one/semester), involvement of faculty and staff senators as ad hoc members of

leadership teams and liaisons for faculty and staff meetings, meet and greet events, and dean's open house opportunities (once a quarter).

Challenges: Recommendations and Concerns for the Future

- Retention and Salary Equity: Retaining faculty and staff has been a significant challenge over the past year. Additionally, I am concerned about salary equity and would welcome an equity study that provides me with information to address potential inequities that have developed over time.
- Graduate Student Stipends: There remains a significant challenge in recruiting and retaining top graduate students, due to the minimal stipends we provide. I am working internally with department heads and externally with a university-wide group to address this challenge and hope we are able to make some changes in the coming years.
- Culture Change: With a new strategic plan and as a new dean, I am mindful that culture change is challenging and takes time and intentionality.