

## Annual Report to the Chancellor 2022-23

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NC State University's College of Humanities and Social Sciences respectfully submits this annual report for the 2022-23 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.

Additionally, we are in the process of implementing the [college's 2022-2027 strategic plan](#). Our plan is all about playing big. It aims to inspire us all to step up, take action and **shape the conversation to build a better future**. Our three priorities are to be the most innovative college of humanities and social sciences in the nation; to design and build for collaboration to solve critical societal problems; and to take groundbreaking and effective action to promote diversity, equity and inclusion. Our values – curiosity; critical thinking; empathy; diversity, equity and justice; and collaborative innovation – are implemented through a [culture charter](#), which is a set of behavioral aspirations to guide our work together.

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

- **Scholar's Network:** Understanding the influence a supportive community can have on student success, the Scholar's Network offers academic, cultural and social enrichment activities for those students who identify as Black or African American. During the past academic year, the college relaunched its Scholar's Network following the COVID-19 pandemic. The network allows students to build a sense of community and well-being by engaging with and being informed about several important factors that African American and Black students face throughout the college and at NC State. The Scholar's Network is highly beneficial for these students in their academic and personal growth, and can continue to benefit students even as they graduate and become

alumni. This year, the college identified three core values of building community, supporting scholars and developing professionals. We have further identified key initiatives for the scholars, including social and academic activities, connecting to faculty members across the college and recognition for academic excellence.

- **Impact Scholars Program:** The college implemented a donor-supported, multi-year program for first-year students in 2021-22 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, the second cohort in 2022-23 also had six students, and the 2023-24 cohort will have eight students. To date, three Impact Scholars have worked as undergraduate research assistants with faculty in our college via the Provost's Professional Experience Program. In addition, two have used program funding for study abroad, and another will use funding to support internship expenses. Scholars have also engaged in academic and professional development activities such as: 1) attending discussions with peers who had completed undergraduate research, study abroad or internships, 2) participating in workshops to enhance their resumes and develop LinkedIn profiles, and 3) conducting informational interviews with a professional who worked in a field they were considering. Future goals for the program include having the cohorts work together on volunteer/service projects and offering opportunities for social interaction and community-building.
- **Community Building and Wellness Initiatives:** The college launched several community building initiatives that fostered supportive, collaborative and inclusive spaces promoting success for all. A Vicarious Trauma Advising Retreat offered more than advisors a framework for understanding shared and vicarious trauma among students as well as practical tools and resources for addressing students in distress. College and departmental ambassadors organized reading day and wellness day events with games, yoga, hula hooping, food, and arts and crafts such as the Howlin' Holiday Hangout and the Lawn Time No See spring picnic. The college held its first Wellness Fair featuring organizations dedicated to supporting our students, faculty and staff and enhancing their personal and communal well-being. The college hired its first embedded counselor who will be housed in the college as part of a larger student community wellness and success initiative.
- **Course and Curricular Development:** With the looming Fall 2023 implementation date, the college successfully completed the review of 96 courses included on the new GEP-USDEI list by Spring 2023. With support from the Teagle-NEH Cornerstone grant, the college started developing a 12-credit certificate aimed at non-majors that offers them a common intellectual experience. The certificate will provide a professionally useful pathway through GEP courses, emphasizing the applied value and unique insights in the humanities and social sciences.
- **Dean's Graduate Travel Fund:** The College used F&A funding to make travel funds available to directors of graduate programs to support graduate student travel activities

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during the 2022-23 academic year. Programs were allowed two students to receive up to \$1,000 in travel funding toward scholarly related travel, lodging, conference attendance, inquiry and research activities, or travel associated with a thesis or dissertation preparation. A total of 10 departments requested and received funding.

- **External Program Reviews:** Two departments engaged in external program reviews in 2022: Leadership in the Public Sector and the English department. Both programs had a detailed and thoughtful post review in Fall 2022, where they focused on the program strengths and areas for improvement. The response focused on greater strategic planning, attention to DEI and larger workplace issues.

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

- **Sponsored Project Funding.** College faculty received \$5.87 million in sponsored research funding for 71 projects, a modest 0.3% increase over the previous fiscal year.
- **Research Reboot:** The college funded the dean's Research Reboot Program. We provided course releases or summer salary for 18 faculty members whose work was demonstrably affected by the COVID pandemic. Our support will help these faculty to recover their scholarly productivity.
- **Training for Grant Writers:** The College engaged the services of a respected consultant to provide targeted training on seeking external funding for humanists and social scientists. We reached approximately 40 faculty in live sessions, with others using the recordings and support materials.
- **National Humanities Center Fellows:** Xiaolin Duan (History) and Frederico Freitas (History) were named NHC fellows for the 2023-24 academic year.
- **University Faculty Scholars:** Two faculty members were named as University Faculty Scholars in 2022-23: Martha Crowley (Sociology and Anthropology) and Xiaolin Duan (History).
- **Faculty Writing Retreat:** The College hosted two faculty writing retreats in the North Carolina mountains in Spring 2023. The retreats allowed faculty to develop or refine writing and research projects while also giving them the opportunity to get to know colleagues and develop collaborations and mentoring relationships. Eighteen faculty members at all ranks from multiple programs were selected for the two retreats.

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### 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

- **Language and Life Project:** Dr. Walt Wolfram and the North Carolina Language and Life Project continue their work to illustrate the diversity of dialects and culture in North Carolina and beyond. For their efforts, the team, including Jeffrey Raeser, Neal Hutcheson, Danica Cullinan, Brody McCurdy and Lydia Elrod, won the Opal Mann Green Engagement Award.
- **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. The North Carolina Department of Social Services (NCDSS) expanded its contract with CFACE to include a new component on domestic violence prevention, including development of an NCDSS supervisor tool, webinar development and evaluation of the Safe and Together Model. This is a direct result of the NCDSS's very positive response to the CFACE Training programming and delivery for the course "Building Cultural Safety." The Center also completed the delivery of an Addictions Certificate Program for Paraprofessionals, and its training efforts have expanded to Cherokee County where Native American family partners may be recruited.
- **The Khayrallah Center for Lebanese Diaspora Studies** held a series of four webinars on the history of modern Lebanon, and also published two lesson plans for K-12 students in Arabic that are focused on Turath (its online exhibit). The center is currently developing a digital humanities project titled *Arab American Labor* that will be released on Labor Day 2023. And it is finishing a major overhaul of the backend of the Arabic OCR project, a groundbreaking effort to document and preserve Arabic newspapers and other publications. This will be released in August.
- **The HEART (Health Education and Relationship Training) program**, led by Dr. Laura Widman, (psychology) is an interactive web-based sexual health program for high school students. This NIH-funded program is grounded in psychological and health behavior change theories. The purpose of this 45-minute program is to increase adolescents' motivation and skills to engage in safer sexual behavior that reduces their risk of unplanned pregnancy and sexually transmitted infections. Dr. Widman has delivered HEART to more than 1,000 teens in North Carolina in school and community settings. Her team is currently collaborating with a youth-driven advocacy group, Strong Able Youth Speaking Out (SaySo), to adapt the HEART program for youth in the NC fos
- Faculty of the **School of Social Work** are actively engaged in the community, addressing substance abuse, supporting families and communities, improving conditions for the homeless, and improving quality of and access to education for underrepresented groups. These efforts are consistent with the School's mission of "Leading Change Together." And through field education, Social Work has regular engagement with

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community organizations and agencies in the Triangle and surrounding counties. The agencies provide our students with rich, hands-on learning opportunities and our students support the agencies' efforts to serve clients, address issues of social justice, and meet the various needs of our communities. During the 2022-23 academic year, 148 MSW students were placed in 107 agencies and organizations, and 37 BSW students were placed in 32 agencies. These partner agencies represent the breadth and depth of social work practice across our community.

- **The Psychoeducational Clinic** is a university-based training clinic and part of the School Psychology graduate program. It serves individuals of all ages and their families. One of the main areas of emphasis for the clinic is the assessment of social, emotional, behavioral, and learning needs, and its licensed psychologists and graduate student trainees complete more than 100 comprehensive psychological evaluations each year. Common referral concerns include anxiety, autism, learning difficulties, behavioral/conduct challenges, and ADHD. Demand for services has increased dramatically since the clinic's reopening (after being closed due to COVID) in August 2020. The clinic currently has a 4-5 month waitlist for most services, but plans are under way to increase service delivery through the hiring of new psychologists and increased training/certification of school psychology graduate student clinicians is currently underway. The clinic is also expanding its teaching program by providing high-quality training to graduate students in both school psychology and related disciplines.

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

- **Diversity Mini-Grants:** The CHASS Diversity Action Committee awarded 28 diversity mini-grants in amounts ranging from \$250 to \$3,000 to CHASS students, staff, and faculty for a variety of projects dealing with diversity, equity, inclusion and belongingness in CHASS and across the NC State campus. All projects were led by CHASS students, staff and faculty and most projects involved multiple participants.
- **Wellness Week:** We held our first college Wellness Week this spring semester. We organized a variety and diversity of events that were enthusiastically well attended by students, staff and faculty: a kick off with diverse morning beverages and treats representative of the diverse student body, faculty, and staff; a lunch and fellowship; therapy dogs; chair yoga. The week also included interactive workshops: Collaging Critical Care, Mandalas and Healing, Guerrilla Gardening and Sticker Make-and-Exchange workshops. Also, the college hosted a Wellness Fair in collaboration with campus and outside resources, CHASS student groups and spiritual communities.
- **NC State Equity Research Symposium:** Dr. Juliana Makuchi Nfah-Abbenyi, CHASS Associate Dean of Diversity, Equity and Inclusion, co-chaired the planning committee of

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the another successful NC State Equity Research Symposium that brought together participants from across campus and Shaun Harper as the keynote speaker. CHASS, once again, was very well represented as we had the most participants than any other college.

- **Faculty and Leadership Searches:** CHASS ran more searches this academic year than it has ever undertaken—20 faculty searches and 5 leadership searches. We devised new ways of coordinating and working with search committees so they could do their job and ensure fairness in the search process.
- **CHASS Faculty Diversity Mentoring Breakfasts:** the Office of Academic and Faculty Affairs and the Office of Diversity, Equity, and Inclusion launched a series of Diversity Mentoring Breakfasts. The goal of this initiative is to foster support and create mentoring opportunities for faculty members who are underrepresented in higher education in the College and at NC State.

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

- **Strategic Budget Enhancement:** CHASS enhanced its unit-level budget management tool to incorporate non-state resources to facilitate data-driven spending decisions. This initiative positions CHASS to strategically consider all available resources to meet financial needs.
- **Budget Process Enhancement:** CHASS implemented an enhanced budget transfer process, using a SmartSheet tool, that centralized requests external of personal email addresses, increased efficiency and identified funding inequities.

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

- **National Humanities Center-Funded Responsible Artificial Intelligence:** CHASS worked in partnership with the National Humanities Center and 14 other academic institutions to bring the insights of the humanities to the study and practice of Artificial Intelligence. In this initiative, Huiling Ding in English developed a Responsible Artificial Intelligence undergraduate class that attracts students from CHASS as well as Engineering, Design, and Science. Faculty from CHASS, the Data Science Academy, the Institute of Advanced Analytics, and the Colleges of Design, Science, and Engineering are scheduled to participate in the class as guest speakers.

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- **University Interdisciplinary Initiatives:** CHASS further developed relationships with university interdisciplinary units. Sid Thakur of the Global One Health Academy and Mark Schmidt of the Office of Partnerships introduced the work of their units to the college Executive Leadership Team. Additionally, we convened three lunch-time conversations with CHASS faculty, one with Sid Thakur and Meredith Spence Beaulieu of the Global One Health Academy, another with Ray Levy and David Stokes of the Data Science Academy, and finally with Rob Dunn as Senior Vice Provost for University Interdisciplinary Programs to discuss resonances within our research, teaching and outreach missions and opportunities for future interdisciplinary collaborations.
- **Sustainable Futures Initiative:** Christopher Galik in public administration is leading CHASS efforts related to a Sustainable Futures Initiative, which will bring together students, staff, scholars and practitioners to envision a sustainable future. Through consultation with outside partners and conversation with our best minds in-house, the Sustainable Futures Initiative will foster transformative research that can provide forward-oriented solutions to our most pressing problems. This work will cement NC State as a national and global leader in sustainability research, education and application.

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

- **Engaging With Alumni and Community Partners:** We organized, hosted and/or participated in several engagement activities with alumni, donors and friends. These include the following:
  - Alumni Social in Washington, D.C.: We partnered with the Alumni Association and Chancellor's Office to hold a networking event in Washington.
  - "Meet the Dean" Reception: We partnered with alumnus Perry Safran to host a "Meet the Dean" event in Raleigh, wherein the dean spoke about the college's new strategic plan and mission.
- **Expanding Our Reach:** The college completed several strategic projects and campaigns to deliver messages to key audiences. Those include:
  - Creating and distributing regular editorial content designed to refine our college identity (and raise awareness about our impact) with prospective students, alumni and other external and internal audiences. This includes publishing more than 120 news posts that generated 22,300 pageviews on our college website and more than 200,000 impressions on social media posts.
  - Engaging with our audiences through social media. From July 2022 to June 2023, our followers grew by 24% on [Instagram](#) and 41% on [LinkedIn](#).

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- Raising awareness about our graduate programs strategic digital communications campaigns for 10 different degrees. The campaigns directed a total of more than 5,300 users to program web pages.
- **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:
  - Students Krupa Bharodiya (International Studies and Business Administration '24) and Kelis Johnson (Africana Studies '24) were part of the inaugural cohort for the Obama-Chesky Scholarship for Public Service, also known as the Voyager Scholarship.
  - The National Humanities Center named history professors Xiaolin Duan and Frederico Freitas two of 35 scholars who will serve as resident fellows during the 2023-24 academic year.
  - Jennifer Kuzma, the Goodnight-NCGSK Foundation Distinguished Professor in the School of Public and International Affairs and co-director of the Genetic Engineering and Society Center, was named associated director of the new National Science Foundation Engineering Research Center for Precision Microbiome Engineering (PreMiEr).
  - History professors Kristen Alff and David Ambaras earned coveted National Endowment for the Humanities fellowships to research and write books that advance their scholarship.
  - Clifford Griffin, associate professor in the School of Public and International Affairs, was named a Fulbright Distinguished Chair in International Relations, giving him the opportunity to conduct research at the International Relations Institute at the University of Sao Paulo.
  - Three students earned prestigious Boren Scholarships: Elliott Gyll (neuroscience and English linguistics), Anthony Ramsey (Arabic studies and international studies), and Michael Lewis (Master of International Studies).

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

### **Service Environment Updates or Changes**

We continue to serve the increased number of NC State students through our General Education offerings Engineering Expansion.

### **Initiatives**

- **Leadership Essentials:** The college created a leadership orientation initiative to provide new leaders with training on the essential activities and units of the college. Additionally, the dean will hold sessions focused on essential leadership skills. Participating leaders include new deans and department heads. Leadership Essentials meets weekly from July to October.

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- Graduate Student Stipends: In partnership with the provost, the college committed to increasing Graduate Student stipends to a new floor of \$15,000 for masters students and \$20,000 for MFA and PhD students. Implementation will begin FY24 and will be complete by FY25. This will impact all our funded graduate students (approximately 750 students).
- Professional Track Faculty: In partnership with the provost, the college committed to increasing professional track salaries by 12% across ranks so that each rank has a new floor. This increase will impact 50% of our professional track faculty who are currently below this floor (approximately 100 faculty members).
- Salary Equity: The college allocated funds for departments and units to increase salaries of staff who were below market, as well as tenure/tenure track faculty below minimum market reference.
- Embedded Counselor/Wellness Clinic: In partnership with the provost, the college hired an embedded counselor who began in May. We are currently reviewing plans to create a wellness program/clinic, in consultation with the counseling center.

### **Fundraising**

- The college raised a total of \$4.3 million in FY '23 (through May 31, 2023), including a 3-year pledge to establish the nation's first Distinguished Professor of Sociolinguistics and a \$1M 4-year pledge to establish the Dean's Innovation Endowment.
- The college had a successful Day of Giving, receiving a record number of 867 gifts (a 38% increase over our previous high), including \$200K to the Khayrallah Center for Lebanese Diaspora Studies and a \$50K endowment providing unrestricted support to the Department of Communication. And for the third year in a row, the college received support from 100% of the 29 member Dean's Advisory Board.
- The office filled two long-term open positions, including a new development specialist and associate director of development and following a 6 month absence, the office will welcome a new executive director in July.

### **New Leadership/Administration**

- Tracy Voyles, Department Head in History
- Andrea Leverentz, Department Head in Sociology and Anthropology
- Jim Michnowicz, Department Head in World Languages and Cultures
- Jason Swarts, Department Head in English
- Denis Provencher, Associate Dean in Interdisciplinary Affairs and Partnerships
- Jill Orr, Executive Director of Development

### **Challenges**

- Retention and salary equity: Although we made great strides in addressing critical salary issues, we still face challenges with faculty salaries, particularly at the rank of professor (since the promotion increase does not – for the most part – move faculty to minimum market reference for the rank of professor). Unless the promotion percentage changes, this will be a challenge annually.
- Engineering Expansion: The college welcomes the opportunity to be a critical player in the engineering expansion initiative. Our challenge is that we need tools (or support) to

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better project future impact, and it would be helpful to have a clearer and more timely (e.g., aligned with the academic timeline of scheduling courses and hiring faculty) process and criteria for requesting seats/sections due to engineering expansion.

- Space: The move to Page Hall has been delayed, and we still do not have a clear date for the move. In the meantime, we have hired new tenure/tenure track faculty that require space (that will be available in Page). Additionally, the Department of Psychology continues to operate in a space deficit; new faculty in psychology necessitate labs (much like those in the sciences), and we simply do not have space to fully meet the needs. This challenge will be offset a bit by the move to Page, but not fully.

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