

**AddRan College of Liberal Arts**  
**2016**  
**Annual Report**

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**May 2017**

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\*Beginning with the 2010 Annual Report, the departmental and program documents were included in their entirety to ensure complete reporting of each unit's activity. These reports are included in the appendices for this document.

## AddRan College of Liberal Arts

### 1. Activities and Accomplishments

- Six new tenure-track faculty and one instructor were hired:

Wesley Cray	Philosophy	Assistant Professor
Ashley Coles	Geography	Assistant Professor
Celeste Menchaca	History	Assistant Professor
Wei Wei Liu	Economics	Assistant Professor
Amina Zarrugh	Sociology	Assistant Professor
Maria Ciriza-Lope	Spanish	Assistant Professor
Scott Langston	Religion	Instructor

Of the 7 faculty hired five were women and included hires reflecting diversity and inclusiveness.

- Max Krochmal from the Department of History was selected to serve as the Administrative Fellow and worked on a project to outline best practices to assist with hiring faculty combined with outlining a position description for a College Diversity Advocate to promote diversity and inclusiveness in AddRan College.
- Heather Confessore was hired as an administrative assistant shared between the Department of History and the AddRan College Dean's Office.
- Dr. Peter Worthing from the Department of History delivered the 2016 AddRan Distinguished Faculty Lecture, "Confessions of a "Nationalist China Revisionist": He Yingqin in Modern Chinese History", March 21, 2016.
- Dean Schoolmaster organized and taught a series of lectures as part of the second offering of the course, "A Day in the Life of the Trinity River", as part of Provost Donovan's theme course initiative. The course was offered during the spring 2016 semester.
- During the fall 2016 semester Dean Schoolmaster co-organized and taught lectures as part of a new experimental course entitled, "College Success for Veterans." Other AddRan faculty involved in the course included Drs. Kara Vuic and Todd Kerstetter from the Department of History, and Dr. Charlotte Hogg from the Department of English.
- Dean Schoolmaster was a member of the search committee that selected Dr. Diane Snow as the Dean of the Honors College.
- During the fall 2016 semester the redesign and updating of the AddRan College website was initiated in conjunction with staff from the Office of Marketing and Communication.
- Five faculty offices were created following modifications of student study spaces in Scharbauer Hall.
- External teams conducted program reviews for the Departments of English and Modern Language Studies.
- Dr. Erez Lieberman Aiden presented the third Robert D. Alexander Lecture in the Liberal Arts on March 31, 2016, the title of his talk was, "A Quantitative Analysis of Culture." The following day 3 workshops on various aspects of big data were held in the BLUU.
- On October 3, 2016 AddRan College co-sponsored the Indigenous Peoples Symposium organized by Dr. Scott Langston from the Department of Religion and Dr. Theresa Gaul from the Department of English.

- On November 3-6, 2016 AddRan College co-sponsored the Ron Moore Symposium, “What Makes Us Human?” The symposium featured keynote talks by Carl Safina and Diane Ackerman.
- From March 28-30, 2016 the AddRan College of Liberal Arts hosted Dr. Frank X. Walker from the University of Kentucky to serve as a consultant on college efforts in the areas of diversity and inclusiveness.
- Dr. Peter Worthing from the Department of History was selected as the next Associate Dean for Graduate Studies and Research to replace Dr. Don Coerver. Dr. Worthing’s term will start on July 1, 2017.
- Curriculum initiatives resulted in the following new minors and majors being approved for implementation by the University Council: Comparative Race and Ethnic Studies (CRES) – major/minor, African American Africana Studies (AAAS) – minor, Human Animal Relationships (HARE) – minor
- AddRan College was co-sponsor of the Race, Ethnicity and Place Conference VIII held in Kent, Ohio, at Kent State University in September, 2016.
- The Department of Geography became a stand-alone department in August, 2016, chaired by Dr. Ben Tillman. AddRan College now has 11 departments.
- Hooding ceremonies for the Departments of English, History and Criminal Justice were held on May 15, 2016 and for the Departments of English and History on December 17, 2016 as part of the spring and fall graduations.
- Dr. Charlotte Hogg organized the Writing Boot Camp in May, 2016 with financial support from the AddRan Dean’s office.
- The AddRan College of Liberal Arts Undergraduate Festival of Research and Creative Activity was held on March 31, 2016.
- AddRan College continues to operate a testing center staffed by graduate students.

## **2. AddRan College Development Efforts and Accomplishments**

- Board of Visitors meetings were held on March 23, 2016 and October 26, 2016. The BOV summer social was held on June 29, 2016 and was hosted by Joy Ann Havran.
- Dean Schoolmaster participated in New Trustee Orientation on August 10, 2016.
- Dean Schoolmaster and George Wendt traveled to San Antonio, Texas from July 19-20<sup>th</sup> to meet with Peggy and Steve Allison, David and Teresa Schmidt, and Kurt House.
- August 17, 2016 lunch with Jack McCallum and Don Whelan to continue talks on funding for support of big data initiative in the liberal arts.
- Dean Schoolmaster attended the Air Power Council Dinner September 13, 2016 in support of fundraising efforts for Air Force ROTC.
- Co-sponsor of Geography Open House to celebrate the establishment of a stand-alone Department of Geography-September 10, 2016. The following day there was a game-day breakfast attended by 65 geography faculty, alumni, and guests. Professor Bill Doolittle a TCU alumnus gave a keynote presentation as part of the celebration.
- September 19, 2016 the ELF dinner for Hayley Zablotsky was hosted by Sandra and Michael Brown.

- During September-October 2016 numerous meetings were held to plan the 4<sup>th</sup> Back-to-Class event scheduled for March, 2017.
- George Wendt retired as the AddRan College Development Officer in December, 2016.
- Table 1 presents a summary of giving to AddRan College over the last 5 years. The total giving for 2016 was down to \$452,075 for a decrease of \$65,712. While the total was down the number of gifts to AddRan College increased to 1512. The decline in total giving might also reflect the fact that George Wendt was only development director for one year and that cultivating relationships, a significant part of fundraising success had not yet had time to fully develop as it had under the previous director of development, Matt Bethea. It should be noted that the Faculty Staff Annual fund campaign was directed by Dr. Rich Enos, of the Department of English with 587 of the AddRan faculty and staff contributing.

**Table 1**

<b>Year</b>	<b>Total Raised</b>	<b>Number of Gifts</b>	<b>Average Gift \$ Amount, All Gifts</b>	<b>Total Raised, Gifts Exceeding \$25,000</b>	<b>Remaining Balance, Gifts of \$25,000 and under</b>	<b>Total Number of Gifts, \$25,000 and under</b>	<b>Average Gift \$ Amount, Small Gifts</b>
<b>2011</b>	\$925,961	838	\$1,105	\$604,140	\$321,821	832	\$387
<b>2012</b>	\$553,577	815	\$679	\$225,000	\$328,577	811	\$405
<b>2013</b>	\$1,423,822	948	\$1,502	\$981,795	\$442,027	935	\$473
<b>2014</b>	\$815,872	783	\$1,041	\$519,039	\$296,832	774	\$383
<b>2015*</b>	\$517,787	1137	\$455	\$236,620	\$281,167	1133	\$248
<b>2016</b>	\$452,075	1512	\$299	\$245,000	\$207,075	1507	\$138

\*The 2015 data were reported using a new software program.

### **3. Statistical Overview of SCH, Majors, Degrees Conferred**

- Undergraduate semester credit hours (Table 2) increased by 2,071 from 2015 to 2016, for a total of 73,873. This is an 8 percent increase since 2012. A number of departments including Criminal Justice, Economics, English, Philosophy, Political Science, Sociology/Anthropology, and Spanish registered increases in their semester credit hour generation. In part, these increases are attributable to the size of the incoming first year class and the role of AddRan courses in satisfying the core curriculum requirements.
- AddRan College continues to account for approximately 30% of all TCU undergraduate semester credit hours. During the fall 2016 AddRan College semester credit hour generation exceeded the College of Fine Arts, the Bob Schieffer College of Communication, and the Harris College of Nursing and Health Sciences combined.
- Graduate semester credit hours (Table 3) remained stable with a modest increase of 40 semester credit hours primarily attributable to the on-line MS in Criminal Justice.
- The number of students majoring (Table 4) in AddRan College departments declined slightly. The largest number of majors are in the Departments of Economics and Political Science followed by Criminal Justice and English.
- The total number of degrees awarded remained almost the same between 2015 and 2016. The increased number of master's degrees reflects the first cohort of the online Criminal Justice program.

Table 2

Semester Credit Hours- Undergraduate						
Department		2012	2013	2014	2015	2016
AEST	S	67	56	88	54	66
	F	45	89	56	75	81
		112	145	144	129	147
CJ	S	2,808	3,237	3,249	3,300	3,349
	F	2,979	3,006	3,393	3,315	3,570
		5,787	6,243	6,642	6,615	6,919
ECON	S	3,099	3,291	3,687	3,828	4,455
	F	3,780	3,939	4,179	4,927	5,022
		6,879	7,230	7,866	8,755	9,477
ENGL	S	6,764	7,071	7,783	7,768	8,444
	F	7,161	7,933	7,700	8,956	8,758
		13,925	15,004	15,483	16,724	17,202
GEOG*	S					
	F					1,719
						1,719
HIST	S	5,835	5,092	5,304	5,103	5,403
	F	5,733	5,718	5,755	5,283	3,264
		11,568	10,810	11,059	10,386	8,667
MILS	S	263	227	232	231	226
	F	231	224	269	234	215
		494	451	501	465	441
MOLA	S	1,284	1,140	1,152	1,113	1,014
	F	1,329	1,338	1,237	1,092	951
		2,613	2,478	2,389	2,205	1,965
PHIL	S	681	711	705	700	774
	F	834	711	663	783	846
		1,515	1,422	1,368	1,483	1,620
POSC	S	2,405	2,763	2,786	2,724	2,757
	F	3,276	3,039	3,379	3,035	3,330
		5,681	5,802	6,165	5,759	6,087
RELI	S	2,766	2,535	3,031	3,021	2,763
	F	4,485	4,661	4,170	4,158	4,083
		7,251	7,196	7,201	7,179	6,846
SOAN	S	3,996	4,011	4,338	3,967	4,260
	F	3,703	3,745	3,568	3,693	3,991
		7,699	7,756	7,906	7,660	8,251
SPAN	S	2,280	2,262	2,328	2,073	2,118
	F	2,679	2,652	2,586	2,316	2,380
		4,959	4,914	4,914	4,389	4,498
ADRN	S	12	8	17	38	13
	F	15	12	13	15	21
		27	20	20	53	34
Spring		32,260	32,404	34,700	33,920	35,642
Fall		36,250	37,067	36,968	37,882	38,231
Total		68,510	69,471	71,668	71,802	73,873

\*The Department of Geography was established in the fall semester of 2016.

Table 3

Semester Credit Hours- Graduate						
Department		2012	2013	2014	2015	2016
CJ*	S	-	-	-	96	159
	F	-	-	102	165	174
				102	261	333
ENGL	S	242	230	270	236	232
	F	251	279	268	261	269
		493	509	538	497	501
HIST	S	237	225	215	204	196
	F	248	262	259	238	210
		485	487	474	442	406
Spring		479	455	485	536	587
Fall		499	541	629	664	653
<b>Total</b>		<b>978</b>	<b>996</b>	<b>1114</b>	<b>1200</b>	<b>1240</b>

\*Online Masters in CJ started in Fall 2014

Table 4\*

Majors by Department					
Department	2012	2013	2014	2015	2016
General Stud	60	48	44	40	25
Criminal Just	151	151	142	147	156
Economics	216	221	263	356	354
English	160	150	158	134	139
Geography**					22
History	135	126	109	111	84
MOLA	43	20	11	12	18
Philosophy	32	30	28	30	30
Pol. Science	344	364	342	331	335
Religion	46	45	38	27	22
Soc/Anth	113	113	90	66	58
Spanish	79	75	63	65	53
<b>Total</b>	<b>1,379</b>	<b>1,343</b>	<b>1288</b>	<b>1319</b>	<b>1296</b>

\*Totals are exclusive of pre-majors

\*\*Geography became a separate department in fall 2016

Table 5

Degrees Conferred					
	2012	2013	2014	2015	2016
Bachelors	294	347	397	376	364
Masters	11	6	6	6	22
Ph. D	8	13	8	10	7
<b>Totals</b>	<b>313</b>	<b>366</b>	<b>411</b>	<b>392</b>	<b>393</b>

- In the fall 2016, with funding from the Provost Office, a history graduate student was hired to assist with degree certification

**4. Research and Creative Activity Goals and Accomplishments**

**AddRan College of Liberal Arts Internal and External Research Support Programs**

- AddRan College sponsors five internal programs to support faculty development, research and creative activity. During the fall 2016 semester Dr. Max Krochmal from the Department of History served as the Administrative Fellow working on a project to develop a job description for a College Diversity Advocate and a best practices manual for hiring with diversity and inclusiveness as goals. Seven AddRan faculty participated in the internal programs which was much lower than the participation in 2015 and there were no applications for the Creativity and Innovation in Learning program. A summary of the 2016 funding is presented in Table 6.

**Table 6  
Internal Research Support Programs  
2016**

<b>AddRan Administrative Fellow</b>	
Max Krochmal, History	\$ 2,000
<b>Grant Submission Incentive Program</b>	
Kyle Walker, Geography	\$ 5,000
Zack Hawley, Economics	<u>\$ 5,000</u>
	<b>\$ 10,000</b>
<b>Urban Institute Small Grants Program</b>	
Silda Nikaj, Economics	\$ 2,000
<b>Mid-Career Summer Research Program</b>	
Adam Schiffer, Political Science	\$ 5,000
Melanie Harris, Religion	\$ 5,000
Johnny Nhan, Criminal Justice	<u>\$ 5,000</u>
	<b>\$ 15,000</b>
<b>Total AddRan College Support</b>	<b>\$ 29,000</b>

- A partial listing of external grants received for AddRan faculty is listed in Table 7. Many smaller grant proposals were submitted and received and are listed in the annual reports submitted by the departments contained in the Appendix for the college report.



**Table 7  
External Funding Activity**

AWARDED		
Name	Sponsor/Agency Name	Award for Year
Bouche, Vanessa	National Institute for Justice	\$308,694
Bachmann, Michael	Department of Justice	\$500,000
Bachmann, Michael	Department of Justice	\$1,000,000
		<b>\$1,808,694</b>

Total Number of Awards = 3

**Internal TCU Programs supporting Research and Creative Activity**

- Twenty AddRan College faculty received TCU support through the Junior Faculty Summer Research Program, the Instructional Development Grant Program, and the Research and Creative Activity Fund.

**Junior Faculty Summer Research Program**

- Molly Scudder, Political Science
- Joe Darda, English
- Trish Duncan, Religion
- Kathryn Sederberg, Modern Language
- Gwen Chen, Modern Language

**Instructional Development Grants**

- David Aftandilian, Sociology/Anthropology
- Theresa Gaul, English
- Jeffrey Todd, Modern Language
- Sarah Robbins, English
- Linda Hughes, English
- Santiago Pinon, Religion
- Emily Farris, Political Science
- Gwen Chen, Modern Language

**Research and Creative Activity Fund**

- Celeste Menchaca, History
- Wesley Cray, Philosophy
- Gwen Chen, Modern Language
- Maria Ciriza-Lope, Spanish
- Weiwei Liu, Economics
- Amina Zarrugh, Sociology/Anthropology
- Joshua Blaylock, Modern Language
- Santiago Pinon, Religion
- Sean Crotty, Geography

- Table 8 summarizes the professional activity of AddRan faculty in 2016. During the year faculty in all departments were engaged in the publishing of 12 books/textbooks, 84 refereed publications, 22 book chapters, and 105 other forms of publication including poems, encyclopedia entries, and book reviews. AddRan faculty also made 248 presentations at regional, national, and international meetings. In reviewing these aggregate statistics it is clear that the teacher scholar model is practiced at a high level.
- Based upon these statistics we believe that the following goals are being met.\*
  1. 5% of faculty will author or co-author a book, edited volume, or textbook.
  2. 50% of faculty will author or co-author a refereed article, chapter or scholarly publication.
  3. 80% of faculty will present at or attend a scholarly conference as a form of professional development.

\*The department goals are presented in Appendix A.

**Table 8**

Department	Faculty (T&TT/Instr <sup>1</sup> )	Books	Refereed Articles	Chapters	Other Publications <sup>2</sup>	Presentations <sup>3</sup>	Grants	
							I <sup>4</sup>	E <sup>5</sup>
Criminal Justice	8	0	11	0	2	15	1	2
Economics	14 (11/3)	0	12	4	3	17	5	2
English	28 (22/6)	1	22	15	33	41	6	3
Geography	5 (4/1)	0	6	0	2	2	2	1
History	19 (18/1)	4	5	5	30	29	5	7
MOLA	9 (7/2)	0	0	1	6	21	5	3
Philosophy	6	1	2	0	2	18	0	0
Pol. Science	15 (14/1)	0	6	5	5	32	3	4
Religion	15 (13/2)	4	8	4	10	20	4	2
Sociology/Anthropology	13 (10/3)	0	7	6	7	20	2	1
Spanish	14 (8/6)	2	5	1	5	17	4	2
<b>Total</b>	146 (121/25)	<b>12</b>	<b>84</b>	<b>41</b>	<b>105</b>	<b>232</b>	<b>37</b>	<b>27</b>

<sup>1</sup> Instructors are not required to conduct research or publish, but such scholarly activity is undertaken by instructors in AddRan College.

<sup>2</sup> Other Publications could include such items as book reviews and poems.

\*Poems

\*\*Book Reviews

\*\*\*Encyclopedia Entries

\*\*\*\*Other Creative Work

\*\*\*\*\*Translation

<sup>3</sup> International, National, Regional

<sup>4</sup> Internal – TCU, Status: Accepted, Rejected, Pending, Dollar Award

<sup>5</sup> External – Some are to Foundation and Learned Societies and not recorded through the Office of Sponsored Research, Status: Accepted, Rejected, Pending, Dollar Award

- Another method to assess research and creative activity is through the Professional Development Review Process (PDR). A PDR is required of all tenured faculty following a departmental schedule and peer review. If faculty are not making progress in their scholarly pursuits then a plan is outlined to address the area of deficiency. Ten faculty underwent Professional Development Reviews in 2016. Nine of the reviews were satisfactory in the areas of teaching, service, scholarship, student interaction, and ethics. Two of the 9 were instructors and professional development is one of the criteria and both were evaluated as satisfactory. For the 10<sup>th</sup> faculty member all of the ratings were satisfactory except in research and a plan has been prepared to address the deficiency.
- A final example of AddRan College’s commitment to supporting scholarship is the annual writing boot camp. The 4<sup>th</sup> edition 2016 Boot Camp was held the week following May graduation. Sixteen faculty completed the Boot Camp which entailed working at least 5 hours a day for 5 days. The Boot Camp is organized by Dr. Charlotte Hogg from the Department of English.

**Table 9**  
**Festival of Undergraduate Scholarship and Creativity**

	2013	2014	2015	2016
Paper Presentations	58	60	68	45
Poster Presentations	18	9	4	0

- Undergraduate research participation as expressed through the Festival has been fairly consistent from 2013 to 2015. In 2016 however, participation dropped significantly. This drop is largely the result of a format change and scheduling issues that were prompted by the Honors College. These resulted in no poster presentations for the festival. We will address these issues and hope to have a much stronger program, including poster presentations in 2017.
- In addition to the Festival many undergraduates participated in research activities at the department level. The Department of Political Science under the leadership of Dr. Jim Scott has made increased undergraduate research a goal. Another example of undergraduate activity is under the leadership of Dr. Kyle Walker in the Center for Urban Studies. Students have worked on the Fort Worth Bike Share program. This effort is also being modeled in other departments and funding is being improved to support undergraduate travel to regional and national conferences. More detailed information on these initiatives is included in the departmental reports in Appendix A.

### 5. Progress on 2016 Goals for AddRan College

- Secure new tenure track and instructor lines to offset AddRan College’s increasing use of contingent faculty. **Achieved**
  - Instructor – Economics
  - Instructor – Criminal Justice
  - Instructor – English
  - Assistant Professor – Political Science (Big Data)
- Increase funding for AddRan College internal professional development and research and creative activity programs. **Achieved**

- Increase fundraising to a total of \$750,000. **Not Achieved**
- Establish new degree options in support of cultural competency, diversity and inclusiveness. **Achieved**
  - New minors were created in African-American Africana Studies and Human Animal Relationships. A new major, Comparative Race and Ethnic Studies (CRES), was approved by the University Council in December 2016 and will be available for enrollment in fall 2017.
  - Max Krochmal serving as the Administrative Fellow developed a best practices manual for diversity and inclusiveness hiring and a job description and outline to select a College Diversity Advocate during the fall 2017 semester.
- Establish a program to assist departments in efforts to increase the diversity of applicant pools for faculty hiring searches and seek the appointment of an AddRan College Diversity Advocate. **Achieved**
- Finish the creation of a stand-alone Department of Geography. **Achieved**
- Conduct a third Robert D. Alexander Lecture in the Liberal Arts and workshop program. **Achieved**
- Increase semester credit hour production in AddRan College to 73,000. **Achieved**
- Increase number of students majoring in AddRan College to 1,400 exclusive of pre-majors. **Not Achieved**
- Begin the process of redesigning all webpages in AddRan College departments, centers and institutes. **Achieved**
- Hire a new staff person to support the AddRan College Dean's office staff. **Achieved.**
  - Heather Confessore was hired in a shared position with the AddRan Dean's Office and the Department of History.
- Implement a Veterans Academic Success course intended to assist veterans in their classroom performance and retention. **Achieved**
  - The experimental course ADRN 20970 College Success for Veterans was offered for the first time during the fall 2016 semester. 11 students were enrolled for the first offering. AddRan faculty included Eric Cox, Todd Kerstetter, Kara Vuic, Charlotte Hogg, and Andy Schoolmaster.
- Fully operationalize an AddRan College testing center for scheduling make-up exams for student absences and ADA requirements. **Achieved**
- Initiate a college-wide review of undergraduate research with a goal of developing plans to further encourage and support student inquiry. **Partially Achieved**

## 6. Goals for AddRan College 2017

- Secure new tenure track and instructor lines to reduce use of contingent faculty.
- Increase funding for AddRan College internal professional development and research programs.
- Increase fundraising to a total of \$750,000.
- Implement the College Diversity Advocate position and best practice manual for diversity and inclusiveness living.
- Complete the web redesign.
- Conduct a successful Back-to-Class IV.
- Improve enrollments in interdisciplinary minor and majors.

- Hire a new staff person to assist with marketing and communication.
- Hire a new college development director.
- Increase numbers of students majoring in AddRan College to 1,400.
- Increase semester credit production in AddRan College to 74,500.
- Update college strategic plan.

## 7. Challenges for AddRan College

- Hiring an embedded marketing and communication staff person should help raise the visibility of the college as well as the importance of the liberal arts to society. This should contribute to fundraising activities and in highlighting the quality of the teaching, research, and community service conducted by faculty, staff, and students.
- As a result of the fall 2016 budget hearing AddRan was awarded one instructor position and one tenure-track position. The instructor position will be in history and the tenure-track position will be in English. Despite these positions and the three instructor positions in economics, English, and criminal justice awarded during the fall 2015 budget process the use of contingent faculty remains high as shown in Table 10.

**Table 10**

Adjunct Utilization						
Discipline	2016	2015	2014	2013	2012	Total
Anthropology	1	5	5	7	7	25
Chinese	4	6	5	7	8	30
Criminal Justice	48	46	39	31	30	194
Economics	40	35	25	16	7	123
English	32	35	24	20	22	133
French	1	3	4	5	4	17
Geography	8	9	9	7	7	40
German	0	0	0	2	2	4
History	29	29	42	52	40	192
Italian	0	0	3	1	0	4
Japanese	4	4				8
Philosophy	3	1	1	0	0	5
Political Science	8	12	19	18	11	68
Religion	9	7	9	15	9	49
Sociology	15	11	11	9	12	58
Spanish	3	7	4	3	1	18
<b>Total</b>	<b>205</b>	<b>210</b>	<b>200</b>	<b>193</b>	<b>160</b>	<b>968</b>

- In 2016, 205 sections of courses were covered by adjuncts. The four departments which make the greatest use of adjuncts are criminal justice, economics, English and history. Given the projected increases in enrollment for TCU we anticipate that adjunct utilization will remain high warranting the need for additional instructors and tenure-track faculty.
- AddRan College departments are essentially out of space for faculty offices and new staff.
- While progress has been made in recent years to increase graduate stipends and tuition hours, to remain competitive in attracting the best graduate students and increase the presence of

graduate education in AddRan College additional resources must be invested in the Departments of English and History. The provision of medical insurance will be a real asset in graduate student recruiting.

- The single largest continuing challenge and threat to AddRan College comes from the perception that a degree in the liberal arts has lost value relative to a degree from a professional school, such as business, education, or nursing and the associated emphasis on vocationalism in undergraduate higher education. This is a result of the economic recession, as well as misguided and misinformed individuals in the media and politics who do not appreciate the importance and relevance of the liberal arts in contemporary society. This negative perception can hurt enrollment and the number of students deciding to major in the liberal arts, impact the allocation of resources internal to TCU, and hinder fundraising efforts with external constituencies. It can also result in students not realizing the potential for satisfying and rewarding careers through a major in the liberal arts.