

AddRan College of Liberal Arts

2018

Annual Report

Prepared by

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Departmental Activities and Annual Reports
ROTC Program Reports

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

AddRan College of Liberal Arts

1. Activities and Accomplishments

- Eight tenure-track faculty and two instructors were hired.

Aaron Navarro	History	Associate Professor
Brandon Manning	English	Assistant Professor
Gabi Kirilloff	English	Assistant Professor
Dongwoo Kim	Economics	Assistant Professor
Rishav Bista	Economics	Assistant Professor
Alicia Smith-Tran	Sociology	Assistant Professor
Jordan Peterson	Political Science	Assistant Professor
Michelle Meitl	Criminal Justice	Assistant Professor
Hadi Hosainy	History	Instructor
Ashley Wellman	Criminal Justice	Instructor

Of the 10 faculty hired, four were women, six were men, and six were from historically under-represented groups addressing the need for diversity, equity, and inclusiveness hires.

- Staff appointments to AddRan College included:

Orlando Lara Assistant Director of Comparative Race and Ethnic Studies (CRES)
Justin Botros Information Technology Specialist

- Dr. Johnny Nhan from the Department of Criminal Justice was selected to serve as the AddRan College Administrative Fellow. He will work on a project addressing the career readiness of our graduates and their perceptions of TCU and AddRan College career resources. His appointment began during the fall 2018 semester.

- New Department chairs included:

Dr. Bill Meier	History
Dr. Carrie Currier	Political Science
Dr. Joddy Murray	English
Dr. Sage Elwell	Religion
Dr. John Harris	Philosophy
Dr. Blake Hestir, Interim	Modern Language Studies
LTC Janine Robinson-Turner	Army ROTC
LTC Stephan DeHaas	Air Force ROTC

Eight department chairs, including both ROTC programs were in their first year starting with the fall 2018 semester. This is the largest single year turnover of chairs for AddRan College. As would be expected a considerable amount of time has been spent in one-on-one conversations and in chairs meetings. It should be noted that the new appointments impacted both of the Ph.D. granting programs. A number of the new

chairs found themselves leading searches and negotiating with candidates for the first time, in addition to preparing budget requests, faculty annual evaluations, and deciding merit raises.

- Dr. Carrie Currier, the 2017 AddRan Administrative Fellow completed her report on best management practices for the interdisciplinary minors programs. The focus was on marketing and recruitment activity planning and administrative practices.
- Dean Schoolmaster was a participant on the Lead On Goal 3 Committee dealing with Campus Culture.
- Dr. Dawn Elliott, the AddRan College Diversity Advocate, completed a revision of the best practices hiring manual, which has subsequently become the model adopted by other TCU academic units. She also brought to completion the final draft of the AddRan College Diversity Statement.
- On February 5, 2018, under the leadership of Associate Dean Peter Worthing, AddRan College held its first Research Spotlight lunch to highlight faculty research and creative activity.
- AddRan College served as a co-sponsor for a visit to TCU by Christo Brand, the jailer for Nelson Mandela.
- Dr. Hanan Hammad delivered the 11th AddRan Distinguished Faculty Lecture on March 8, 2018. The title of the talk was, "Sexual Politics in Contemporary Egypt: A Century of Women's Harassment in Public Urban Spaces."
- Mr. Denis McDonough, former Chief of Staff for President Obama, delivered the Robert D. Alexander Lecture in the Liberal Arts on March 22, 2018. The title of his talk was, "The Liberal Arts in the Age of Artificial Intelligence."
- During the spring 2018, we began the process of redesigning and repurposing the Language Lab, Scharbauer Hall 3004. The anticipated completion is projected for 1/9/2019 with the facility being renamed the Center for Languages and Culture.
- The Department of Religion conducted its program review with outside consultants on April 22, 2018. Dean Schoolmaster also met with religion faculty on contemplative studies.
- Dr. Charlotte Hogg from the Department of English held another successful Writing Boot Camp for faculty the week following May, 2018 graduation.
- The Office of the Dean held the two AddRan Hooding ceremonies on May 11, 2018 and December 14, 2018.

- During the summer of 2018 Dean Schoolmaster was appointed to the Sadler Hall Repurposing Committee. The committee was charged with the task of making planning recommendations to convert Sadler Hall from an administrative to a largely academic building.
- The Comparative Race and Ethnic Studies (CRES) program became a department and moved to the newly created School of Interdisciplinary Studies. Moving with them were the interdisciplinary studies minors in African-American Africana Studies and Latina(o) Studies.
- The Master of Liberal Arts (MLA) program under the leadership of Dr. Darren Middleton of the Department of Religion moved its administrative home to the AddRan College of Liberal Arts.
- Dr. LeAnna Schooley assumed the directorship of the Center for Texas Studies.
- Justin Botros was selected as the new IT Coordinator for AddRan College in August 2018.
- AddRan College co-sponsored the Native American and Indigenous Peoples Symposium in October, 2018. Drs. Theresa Gaul (English) and Scott Langston (Religion) organized the symposium.
- AddRan College was a co-sponsor of the World Affairs Council event featuring historian Michael Beschloss. The event was held at Ridglea Country Club on October 26, 2018.
- Dean Schoolmaster attended the Applied Geography Conference at Kent State University from October 31-November 2, 2018.
- Dr. Anne Frey organized the Frankenstein Forum on November 8-9, 2018. This forum was a follow-up to her AddRan Distinguished Faculty Lecture that was presented in March, 2017.
- One of the most important undertakings of 2018 was the revision of the 2023 Whitepaper and drafting of the Dean's Office strategic plan Vision in Action: Lead On. The new strategic plan will align the College with the four goals of the third iteration of TCU strategic plan Vision in Action. Working with Dean Schoolmaster and Associate Dean Peter Worthing was a small subgroup of department chairs and program directors including Dr. Darren Middleton, Dr. Carrie Currier, Dr. Joddy Murray, and Dr. Bill Meier. The draft version will be finalized during the spring 2019 semester.
- Three social events were held for department chairs and program directors.

April 18 Painting with a Twist

October 24 Pinstripes

December 5 Christmas Dinner at Ridglea CC

2. AddRan College Development Efforts and Accomplishments

- One of the primary objectives for spring 2018 was to reenergize the Board of Visitors (BOV). Under the direction on Kathy Fletcher and Sam Kyei, the new chair of the BOV we added 16 new members. Of the 16, 6 were African-American giving us much needed diversity to the BOV.
- On March 22, 2018 Denis McDonough, the former Chief of Staff for former President Barack Obama, delivered the 4th Robert D. Alexander Lecture in the Liberal Arts. The title of the presentation was, "The Liberal Arts in the Age of Artificial Intelligence." More than 600 people attended the lecture in the BLUU ballroom. The Alexander Lecture, along with the Back-to-Class event, are the two major public events sponsored by AddRan College.
- During March, 2018 a small ad hoc committee began planning the 10th Anniversary of the Excellence in Literary Fiction (ELF) Scholarship sponsored by Sandra and Michael Brown. The dinner and 10 year reunion of past recipients was held on September 17, 2018 at Minor House and hosted by Chancellor Boschini.
- Planning began for the 5th Back-to-Class event which will be held in March, 2019. Planning meetings were held over the spring and fall semesters.
- During November the BOV Executive Committee reviewed faculty proposals for presentation at the 5th Back-to-Class event to be held on March 28, 2019.
- The Spring 2018 meeting of the BOV was held on April 26. The meeting took place in the Debate Chamber in Scharbauer Hall.
- On July 12, 2018 a meet and greet event for BOV members was held at Acres Distillery in Downtown Fort Worth.
- The fall meeting of the Board of Visitors was held in the Debate Chamber on October 18, 2018. The individual subcommittee chairs made reports on identifying prospective new members for the BOV and on planning a spring dinner to be held at the headquarters of the Burlington Northern and Santa Fe Railroad.

Table 1

Year	Total Raised	Number of Gifts	Average Gift \$ Amount, All Gifts	Total Raised, Gifts Exceeding \$25,000	Remaining Balance, Gifts of \$25,000 and under	Total Number of Gifts, \$25,000 and under	Average Gift \$ Amount, Small Gifts
2014	\$815,872	783	\$1,041	\$519,039	\$296,832	774	\$383
2015*	\$517,787	1137	\$455	\$236,620	\$281,167	1133	\$248
2016	\$452,075	1512	\$299	\$245,000	\$207,075	1507	\$138
2017	\$873,254	1670	\$522	\$604,135	\$269,118	1666	\$162
2018	\$402,928	1538	\$261	\$202,183	\$200,745	1534	\$130

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

- Table 1 presents a summary of giving to AddRan College from 2014-2018. The 2018 total raised was the lowest reported. Central to the decline in the annual total was the decline in the size of the average gift to \$261. In addition, the average gift amount for small gifts dropped from 2017 to 2018. Kathy Fletcher the AddRan College Development Officer has spent considerable time recruiting new members to the Board of Visitors. She also reported, which is not reflected in the 2018 total, was that there are outstanding pledges of \$2.8 million. If this point is taken into account then much cultivation progress has been made in the development and fundraising area and will be realized during future years.

3. Statistical Overview of SCH, Majors, Degrees Conferred

- Undergraduate SCH (Table 2) increased by 1,181 from 2017 to 2018 for a total of 76,189. Since 2014 there has been an increase of 4,521 SCH or 6 percent. All of the departments in AddRan College had increased SCH production between 2017 and 2018 with the exception of Economics, Political Science, and Spanish and Hispanic Studies which had minor decreases.

Table 2

Semester Credit Hours- Undergraduate						
Department		2014	2015	2016	2017	2018
AEST	S	88	54	66	65	79
	F	56	75	81	102	123
		144	129	147	168	202
CJ	S	3,249	3,300	3,349	3,249	3,489
	F	3,393	3,315	3,570	3,837	3,738
		6,642	6,615	6,919	7,086	7,227
ECON	S	3,687	3,828	4,455	4,596	4,374
	F	4,179	4,927	5,022	4,929	5,043
		7,866	8,755	9,477	9,525	9,418
ENGL	S	7,783	7,768	8,444	8,068	7,776
	F	7,700	8,956	8,758	8,459	8,827
		15,483	16,724	17,202	16,527	16,603
GEOG*	S				1,965	1,903
	F			1,719	1,671	1,822
				1,719	3,636	3,725
HIST	S	5,304	5,103	5,403	3,627	3,640
	F	5,755	5,283	3,264	3,240	3,399
		11,059	10,386	8,667	6,867	7,039
MILS	S	232	231	226	208	256
	F	269	234	215	252	334
		501	465	441	424	580
MOLA	S	1,153	1,113	1,014	1,098	1,164
	F	1,237	1,092	951	925	1,335
		2,389	2,205	1,965	2,023	2,499
PHIL	S	705	700	774	823	700
	F	663	783	846	913	1,147
		1,368	1,483	1,620	1,736	1,847
POSC	S	2,786	2,724	2,757	3,041	2,925
	F	3,379	3,035	3,330	3,316	3,351
		6,165	5,759	6,087	6,357	6,276
RELI	S	3,031	3,021	2,763	2,740	2,715
	F	4,170	4,158	4,083	4,149	4,530
		7,201	7,179	6,846	7,089	7,245
SOAN	S	4,338	3,967	4,260	4,471	4,608
	F	3,568	3,693	3,991	4,245	4,148
		7,906	7,660	8,251	8,716	8,756
SPAN	S	2,328	2,073	2,118	2,172	2,201
	F	2,586	2,316	2,380	2,610	2,541
		4,914	4,389	4,498	4,782	4,742
ADRN	S	17	38	13	22	15
	F	13	15	21	13	15
		30	53	34	35	30
Spring		34,700	33,920	35,642	36,347	35,846
Fall		36,968	37,882	38,231	38,808	40,343
Total		71,668	71,802	73,873	75,008	76,189

- AddRan College continues to account for approximately 30% of all undergraduate SCH at TCU. The Department of English generates the most hours, 16,603, which is more than any other department at TCU.
- Graduate semester credit hours in the Departments of History and English (Table 3) were stable. The online Masters in Criminal Justice has grown from 261 in 2015 to 468 in 2018 for a 79% increase. This program is progressing as anticipated and has become a revenue generator for TCU, AddRan College, and the Department of Criminal Justice. The administrative move of the MLA to AddRan College accounts for most of the graduate hours increase.

Table 3

Semester Credit Hours- Graduate						
Department		2014	2015	2016	2017	2018
CJ*	S	-	96	159	147	222
	F	102	165	174	222	246
		102	261	333	369	468
ENGL	S	270	236	232	251	271
	F	268	261	269	273	263
		538	497	501	524	534
HIST	S	215	204	196	154	147
	F	259	238	210	194	196
		474	442	406	348	343
MLA	S					
	F					498
						498
Spring		485	536	587	552	640
Fall		629	664	653	689	1203
Total		1114	1200	1240	1241	1843

*Online Masters in CJ started in Fall 2014

- The number of students majoring in AddRan College departments is at the highest in the 5-year reporting period summarized in Table 4. Between 2014 and 2018 the number of majors increased by 112 or 9 percent. Political Science and Economics have the largest number of majors with 383 and 328 respectively, which accounts for 51 percent of all AddRan majors. Criminal Justice, English, Sociology and Anthropology, and History account for another 36 percent of students majoring in AddRan College.

Table 4

AddRan College of Liberal Arts					
Majors by Department					
Department	2014	2015	2016	2017	2018
General Stud	44	40	25	29	46
Criminal Just	142	147	156	153	172
Economics	263	356	354	331	328
English	158	134	139	130	135
Geography			22	26	28
History	109	111	84	79	91
MOLA	11	12	18	21	22
Philosophy	28	30	30	35	30
Pol. Science	342	331	335	370	383
Religion	38	27	22	21	25
Soc/Anth	90	66	58	75	100
Spanish	63	65	53	43	40
Total*	1288	1319	1296	1313	1400

*Totals are exclusive of pre-majors.

- The total number of degrees conferred (Table 5) increased from 2017 to 2018. The number of bachelors degrees increased by 24 to 383, and the number of masters degrees increased by 27, largely attributed to the growth of the online degree in Criminal Justice and the move of the MLA degree to AddRan College. The Departments of History and English produced 13 Ph.D. degrees, which was the most for any single year in the 5-year reporting period.

Table 5

AddRan College of Liberal Arts					
Degrees Conferred					
	2014	2015	2016	2017	2018
Bachelors	397	376	364	359	383
Masters	6	6	22	13	40*
Ph. D	8	10	7	10	13
Totals	411	392	393	382	436

*2018 is first year of MLA being under AddRan College.

4. Research and Creative Activity and Accomplishments

- AddRan College funds six internal programs to support research and faculty development. The Administrative Fellowship Program is intended to develop administrative abilities and potential among faculty. Each fellow is tasked with a project that will help develop their administrative skill set while at the same time addressing a policy/process need within the college. The Fellow appointment which began during the fall 2018 semester was to Dr. Johnny Nhan from the Department of Criminal Justice. His project focused on assessing the job market skills and assistance provided to liberal arts majors upon graduation. Other Administrative Fellows include:

<u>Faculty</u>	<u>Department</u>	<u>Project</u>
Rob Garnett	Economics	Instructor Pathways
Joddy Murray	English	Professional Development Reviews
Eric Cox	Political Science	Contingent Faculty
Melanie Harris	Religion	African American Studies
Max Krochmal	History	Hiring Practices Manual
Carrie Currier	Political Science	Interdisciplinary Studies

It should be noted that with the exception of Melanie Harris, each of these individuals has gone on to serve as department chair.

The AddRan Faculty summer Research Awards, Mid-Career Summer Research Program, Grant Submission Incentive Program, and Interdisciplinary Teaching and Research Grant constitute the four internal programs focused on supporting faculty research and creative activity. The faculty receiving 2018 awards are summarized in Table 6.

Table 6

Internal Research Support Programs

<u>Program</u>	<u>Faculty</u>	<u>Department</u>	<u>Award</u>
Administrative Fellow	Johnny Nhan	Criminal Justice	\$4,000
Summer Research	Karen Steele	English	\$3,000
Summer Research	Ashley Coles	Geography	\$3,000
Summer Research	Peter Szok	History	\$3,000
Mid-Career	Antoinette DeNapoli	Religion	\$5,000
Mid-Career	Hanan Hammad	History	\$5,000
Mid-Career	Anne Frey	English	\$5,000
Mid-Career	Charlotte Hogg	English	\$5,000
Mid-Career	David Colon	English	\$5,000
Grant Incentive	Vanessa Bouche	Political Science	\$5,000
Grant Incentive	Jason Helms	English	\$5,000
Grant Incentive	Gwen Chen	Modern Languages	\$5,000
Interdisciplinary	David Aftandilian	Anthropology	\$3,000
Interdisciplinary	Layne Craig	English	<u>\$3,000</u>
		Total	\$59,000

The total awarded for the AddRan Internal Research Support Programs was \$59,000. This is a \$10,000 increase over the total awarded in 2017. In 2018, 14 faculty received an award, as compared to 2017 when 10 faculty benefitted from the internal programs.

- 2018 also marked the beginning of the Summer Undergraduate Research Fellowship (SURF) designed to support student research. Administered by Associate Dean Peter Worthing the students and faculty mentors included:

<u>Student</u>	<u>Faculty</u>	<u>Department</u>
Ann Tran	Joe Darda	English/History
Claire Demers	Todd Kerstetter	History
Meraleigh Randle	Kara Vuic	History
Tymerra Coleman	Lynn Hampton	CRES
Rachel Taylor	Brie Diamond	Criminal Justice

Each of these student awards was for \$4,000 which included stipends for the students and faculty mentors, and operating support for the projects. The total support for the SURF program was \$20,000.

- In addition to the AddRan College Awards, TCU offers other research and creative activity support programs available to faculty from across the university. These awards include the Instructional Development Grant (IDG), the Junior Faculty Summer Research Program (JFSRP), and the Research and Creative Activity Fund (RCAF). AddRan Faculty receiving TCU awards are summarized in Table 7.

Table 7

<u>Program</u>	<u>Faculty</u>	<u>Department</u>	<u>Award</u>
JFSRP	Tatiana Arguello	Spanish	\$6,000
JFSRP	Mark Daku	Political Science	\$6,000
JFSRP	Brie Diamond	Criminal Justice	\$6,000
JFSRP	Benjamin Ireland	Modern Languages	\$6,000
JFSRP	Elva Mendoza	Political Science	\$6,000
JFSRP	Esther Teixeira	Spanish	\$6,000
RCAF	Maria Ciriza Lope	Spanish	\$1,200
RCAF	Ashley Coles	Geography	\$4,366
RCAF	Antoinette DeNapoli	Religion	\$5,000
RCAF	Brie Diamond	Criminal Justice	\$4,050
RCAF	Charlotte Hogg	English	\$4,500
RCAF	Benjamin Ireland	Modern Languages	\$4,000
RCAF	Elva Mendoza	Political Science	\$2,500
RCAF	Karen Steele	English	\$4,000
RCAF	Esther Teixeira	Spanish	\$3,428
IDG	Layne Craig	English	<u>\$1,000</u>
		Total	\$70,044

A total of 12 AddRan faculty received \$70,044 in TCU research and creative activity funding.

- Four AddRan faculty were successful in receiving grants from external funding sources. Table 8 summarizes those faculty receiving awards.

**Table 8
External Funding Awards**

<u>Faculty</u>	<u>Department</u>	<u>Funding Agency</u>	<u>Award</u>
Carrie Currier	Political Science	The Freeman Foundation	\$17,600
Antoinette DeNapoli	Religion	Notre Dame Global Religion Research Initiative	\$141,455
Max Krochmal	History	Fort Worth ISD	\$86,091
Michael Strausz	Political Science	Japan Foundation Center For Global Partnerships	\$1,961
		Total	\$247,107

- Table 9 summarizes the scholarly and creative activity of AddRan faculty in 2018. During the year faculty in all departments were successfully engaged in research, publications, and creative activity. AddRan faculty published 15 books, 92 refereed articles, 63 chapters, 60 other publications, and presented at 278 regional, national, and international meetings. Based on these scholarly accomplishments and productivity it is clear that AddRan faculty are indeed working to raise the academic profile and reputation of TCU as per the Vision in Action: Lead On agenda.

Table 9

AddRan College of Liberal Arts								
Research and Creative Activity Summary Matrix								
Department	Faculty (T&TT/Instr ¹)	Books	Refereed Articles	Chapters	Other Publications ²	Presentations ³	Grants I ⁴ E ⁵	
Criminal Justice	9 (8/1)	1	9	0	8	11	0	0
Economics	13 (10/3)	0	8	3	1	27	1	2
English	31 (24/7)	3	21	29	11	58	7	8
Geography	5 (4/1)	0	6	1	0	7	0	0
History	20 (18/2)	1	2	9	15	33	3	5
MOLA	8 (6/2)	0	5	1	1	18	4	0
Philosophy	6 (6/0)	0	9	1	0	9	0	0
Pol. Science	16 (15/1)	5	13	5	13	23	3	2
Religion	16 (15/1)	1	8	6	7	37	5	4
Sociology/Anthropology	11 (8/3)	3	5	6	1	25	1	0
Spanish	14 (8/6)	1	6	2	3	30	5	1
Total	149 (122/27)	15	92	63	60	278	29	20

- Another example of AddRan’s commitment to scholarship is the annual writing boot camp organized by Dr. Charlotte Hogg of the Department of English. Held the week following graduation in May, the boot camp provides a structured environment for faculty to pursue writing projects. In 2018, the 6th edition of the camp attracted 20 participants from all ranks of faculty. The Dean’s Office provides a modest \$1,500 to purchase snacks and lunches for the faculty writers.
- Undergraduate research participation and support is evidenced by the Student Undergraduate Research Fellowship (SURF) and the Undergraduate Festival of Research and Creative Activity co-directed by Drs. David Sandell and Keith Whitworth from the Department of Sociology and Anthropology. In 2018 the festival was held on April 12 and 13. The presentations include regular conference format talks, creative writing and poetry readings, and poster presentations. For 2018, the number of presentations increased to 62 and 7 poster presentations were included in the festival (Table 10).

Table 10

Festival of Undergraduate Scholarship and Creative Activity

	2014	2015	2016	2017	2018
Paper Presentations	60	68	45	59	62
Poster Presentations	9	4	0	0	7

- Another method to assess research and creative activity is through the Professional Development Review (PDR) process. In 2018, 10 faculty were evaluated as part of the PDR process and all received satisfactory evaluations.
- Based upon the information presented in Tables 9 and 10 the PDR process, and the writing boot camp we believe the AddRan goal of encouraging and supporting research and creative activity is being met.

5. Progress on 2018 Goals for AddRan College

- Develop a program to better support and encourage undergraduate research. **Achieved**
 - Dr. Worthing implemented the Student Undergraduate Research Fellowship program which attracted 5 student participants and their faculty mentors.
- Review and where appropriate revise the internal AddRan College program for professional development, research, and creative activity. **Achieved**
 - One program was revised to specifically support interdisciplinary research – Interdisciplinary Teaching or Research Grant Program.
- Improve marketing and communication materials for use by the Office of Admissions and to help with the recruitment of AddRan College majors. **Achieved**
 - Under the direction of Taylor Schwarz two pocket folders were designed to hold information on AddRan majors and minors.

- Repopulate the AddRan College Board of Visitors and select new officers for that group. **Achieved**
 - Sixteen new members including six African-Americans were added to the BOV. Mr. Sam Kyei was selected as the chair of the BOV.

- Plan and implement a successful Robert D. Alexander Lecture in the Liberal Arts. **Achieved**
 - Mr. Denis McDonough delivered the lecture on March 22, 2018 to an audience of over 600 people. The title of the talk was, “The Liberal Arts in the Age of Artificial Intelligence.”

- Successfully complete searches to hire a new chair for the Department of Modern Languages Studies and Executive Director of the Center for Texas Studies. **Achieved**
 - Dr. LeAnna Schooley was selected as the Executive Director of the Center for Texas Studies and Dr. Muriel Cormican was hired as the chair of the Modern Languages Studies department.

- Integrate the work of Dr. Dawn Elliott as the AddRan College Faculty Diversity Advocate into faculty hiring and planning for diversity, equity, and inclusiveness. **Achieved**
 - During the fall 2018 semester, 7 searches for hiring full-time faculty were started. Dr. Elliott participated in each search which results in hiring 6 new faculty including an African-American woman, Dr. Carmen Kynard, to fill the Radford chair in English. One search in history failed to result in a hire. Dr. Elliott also fully revised the best hiring practice manual originally developed by Dr. Max Krochmal.

- Update AddRan College Strategic Plan to conform to the VIA: Lead On four goal format. **Achieved**
 - A working group comprised of Dean Schoolmaster, Associate Deans Michael Butler and Peter Worthing, and faculty members Carrie Currier, Darren Middleton, William Meier, and Joddy Murray completed the final draft of the strategic plan in December, 2018.

6. Goals for AddRan College 2019

- Conducted a successful 5th edition of the Back-to-Class event.

- Begin the implementation of the AddRan College of Liberal Arts Vision in Action: Lead On Strategic Plan.

- Dr. Schoolmaster will engage in succession planning in preparation for his stepping down as Dean on May 29, 2020.

- A search for a new Dean of AddRan College will begin during the fall 2019 semester.

- Continue to repopulate the AddRan Board of Visitors.

- Update the AddRan College Development Plan as part of the start of the public phase of the Capital Campaign during the fall 2019 semester.

- Reduce reliance on contingent faculty for course coverage.

- Explore the possibility of developing a Center for Student Success in Scharbauer Hall in the space that will be vacated when the Honors College moves to a repurposed Sadler Hall.

7. Challenges for AddRan College

- The use of contingent faculty to cover sections remains a problem. While new full-time faculty lines have been added the size of the incoming first-year class presents problems, especially in English, in other departments offering classes in the TCU Core Curriculum and in popular majors such as Criminal Justice and Economics. The use of contingent faculty to cover sections by subject discipline and department is presented in Table 11. The primary users of contingent faculty are the Departments of Criminal Justice, Economics, English, History, Sociology and Political Science. Across the college contingent faculty were used to cover 193 classes.

Table 11

AddRan College of Liberal Arts						
Contingent Utilization						
Discipline	2018	2017	2016	2015	2014	Total
Anthropology	4	2	1	5	5	17
Arab	2	-	-	-	-	2
Chinese	9	5	4	6	5	29
Criminal Justice	39	48	48	46	39	220
Economics	36	37	40	35	25	173
English	20	19	32	35	24	130
French	0	0	1	3	4	8
Geography	9	11	8	9	9	46
German	0	0	0	0	0	0
History	23	25	29	29	42	148
Italian	0	0	0	0	3	3
Japanese	5	4	4	4		17
Philosophy	0	0	3	1	1	5
Political Science	14	10	8	12	19	63
Religion	8	7	9	7	9	40
Sociology	21	20	15	11	11	78
Spanish	3	7	3	7	4	24
Total	193	195	205	210	200	1003

- Office space for faculty continues to be a problem often resulting in multiple lecturers, especially in English, having to share offices. The office space for graduate students in Reed Hall is also inadequate. We hope there will be some relief when the Honors College moves to Sadler Hall in 2021. Classroom space is also a challenge, especially in Reed Hall where the furniture is outdated and not conducive to the flexibility required for modern pedagogy.
- Upgrading the AddRan College website continues to be a slow process and operationally problematic.
- 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. In part, this perception can be attributed to the economic recession of the last decade, 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, affect the allocation of resources internal to TCU, and hinder fundraising efforts with external constituencies. Departments in the humanities and especially foreign languages, English and history continue to feel these lingering effects impacting the number of students deciding to major in these subjects. I believe that we have been successful in addressing these downward trends and that the future of the liberal arts at TCU remains bright.