**AddRan College of Liberal Arts**

**2019**

**Annual Report**


**Prepared by**

**F. Andrew Schoolmaster**

**Dean**

**Professor of Geography**


**April 2020**

**Table of Contents**

AddRan College of Liberal Arts

1. Activities and Accomplishments

- Six full-time faculty were hired. Two were hired as full professors with tenure, three were assistant professors in tenure track positions, and one was hired as an instructor.

| | | |
|---|---|---|
| Carmen Kynard | English | Professor |
| Muriel Cormican | Modern Languages | Professor |
| Erik Estrada | Religion | Assistant Professor |
| Xiaolu Zhou | Geography | Assistant Professor |
| Erik Kojola | Sociology | Assistant Professor |
| Stephen Nicar | Economics | Instructor |

  Of the six hires, notable was the hiring of the replacement for Dr. Rich Enos holder of the Radford Chair in English. The position was filled by Dr. Carmen Kynard, who was also the first faculty member to be hired with tenure. Dr. Muriel Cormican was hired as a tenured professor and chair of the Department of Modern Languages. Dr. Xiaolu Zhou was the third faculty hired with a specialty in GIS and Big Data completing the cluster hire for Big Data.

- Staff Appointments to AddRan College included:

| | |
|---|---|
| Cara Davis | AddRan College Career Consultant |
| Ellen Irwin | Academic Program Specialist |

  It should be noted that the Academic Program Specialist was a reclassification from Administrative Assistant.

- New department chairs included:

| | |
|---|---|
| Theresa Gaul | English |
| Muriel Cormican | Modern Languages |

  Dr. Gaul was appointed to the position during the spring of 2019 replacing Dr. Murray. Dr. Cormican was selected as the chair following a national search. She began her service during the fall 2019 semester.

- AddRan College served as a co-sponsor for the TCU Human Trafficking Symposium organized by Dr. Vanessa Bouche of the Department of Political Science. The symposium was held on February 7-8, 2019.

- On February 26 the Department of Sociology and Anthropology had an external review meeting.

- AddRan College Associate Deans Mike Butler and Peter Worthing were in two Experience TCU presentations for prospective TCU students (February 15 and March 1).

- Associate Dean Peter Worthing organized 3 Research Spotlight Lunches which provide opportunity to highlight the research and creative activities of AddRan faculty. These lunches were held on March 5, September 24, and October 30.

- On March 8, the Department of Political Science had its external review meeting.

- On March 19, Dr. Jim Scott of the Department of Political Science presented the 12th AddRan Distinguished Faculty Lecture. The title of his talk was, "Sponsoring Democracy Abroad: Advice to the President from the Empirical Evidence on U.S. Democracy Aid 1975-2010."

- On March 22-23, 2019, AddRan College was a co-sponsor of the Vietnam Symposium organized by Dr. Kara Vuic from the Department of History.

- Dean Schoolmaster hosted the Department Chairs' Spring Social at Top Golf in Fort Worth on April 3.

- On May 7 and 9 Dean Schoolmaster met with the Department of English faculty and Advisory Committee following the resignation of Dr. Joddy Murray as chair. Dr. Theresa Gaul was selected as the new chair.

- On May 9 the Graduate Hooding ceremony was held in the Kelly Center. This ceremony recognizes Masters and Ph. D. graduates in the Departments of English and History.

- During the summer of 2019, Scharbauer Hall 4011 was converted into faculty office space and Reed Hall 222 was upgraded with new furniture and a wall talker writing surface.

- Dean Schoolmaster participated in the Provost Retreat held at Colonial Country Club on August 13, 2019.

- Dean Schoolmaster hosted the annual Administrative Assistants Breakfast in the Kelly Center on August 15, 2019.

- On August 27, Dean Schoolmaster met with Drs. Carrie Currier and Jim Scott to finalize the creation of the Director of Undergraduate Research stipend for the Department of Political Science.

- On September 5, Drs. Scott Langston, Claire Sanders, and Ariane Balizet were recognized as finalists for the DEI Award at the luncheon at the Minor House.

- On September 11-12, Dr. Peter Worthing hosted luncheons featuring Dr. Claire Sanders discussing the DEI Core and DEI Inventory activities.

- On September 24, AddRan College was a co-sponsor of the Daryl C. Schmidt Lectureship on Religion in Public Life. The lecture was delivered by R. Marie Griffith, speaking on, "Sex and American Christianity: The Religious Divide that Fractured a Nation."

- In September, Ellen Irwin was selected as the new Academic Program Specialist in the Dean's Office. This position was the result of a reclassification of the position formerly held by Martha Barron.

- On October 4, Dean Schoolmaster hosted a lunch for AddRan College Faculty Senate representatives to share issues and perspectives on challenges and opportunities for TCU faculty.

- On October 7, AddRan College was a co-sponsor of the Native American and Indigenous People Day, organized by Drs. Scott Langston and Theresa Gaul.

- On October 10-11, AddRan College was a co-sponsor of the Fall 2019 Southwest Division of the Association of American Geographers Annual Meeting. Dean Schoolmaster presented the keynote address at the welcome luncheon, entitled, "So You Want to Chair a Department of Geography."

- AddRan College hosted a networking event featuring alumni currently working in business and industry on October 23. The event featured Mr. Kenny Thompson, Senior Director of Government and External Affairs at Pepsico. Other AddRan alumni included Abby Long, PMG Advertising; Chris Tomaselli, Scale AL; Alyssa Vaught, Red Productions; Johnny Subash, Pepsico Foundation.

- On October 30, Dean Schoolmaster hosted the fall semester Department Chairs' social at SiNaCa Glass Studio.

- The fall semester Graduate Hooding Ceremony was held on December 19 at the Kelly Center.

2. AddRan College Development Efforts and Accomplishments

- Over 2018-2019 one of our primary objectives was to reenergize the Board of Visitors, add new members, and increase diversity of the membership. During 2019, 12 new members were added including 4 Hispanics. Currently there are 40 members of the Board of Visitors.

- On March 22, there was a dinner recognizing the support of David and Theresa Schmidt for the Vietnam Symposium organized by Dr. Kara Vuic, the holder of the LCpl Benjamin W. Schmidt Professor.

- The biannual Back-to-Class event was held on March 28, 2019. Over 250 people attended the lectures, and it was a successful fundraising effort. During the evening 5 lectures were

presented. Prior to this event a reception for the presenters and BOV members was hosted at the home of Sharon and Dan Millians.

| | |
|---|---|
| Bill Meier | "The past, present and future of Brexit" |
| Kara Vuic | "Playboy company: Bringing home to the front lines of the Vietnam War" |
| Manochehr Dorraj | "Global power transitions: What does the future hold?" |
| Patricia Duncan | "Discerning the Gospel of Mark" |
| Benjamin Ireland | "Pacific Islands: Environmental activism and the American university" |

- A tour of the Burlington Northern Santa Fe Headquarters followed by dinner was arranged for the BOV members by Sam Kyei and George Duggan. The event was on April 24.

- BOV meetings were held on April 25 and October 23. The 12 new members of the BOV were introduced at the October meeting.

- The Florsheim Lecture in Ethics, sponsored by the Department of Philosophy with support from the Florsheim family, was held on September 12.

- The Excellence in Literacy Fiction (ELF) award dinner and presentation was hosted by Sandra and Michael Brown at the Capital Grille on September 16.

- The Capital Campaign Kick-Off Event, Lead On: A Campaign for TCU, was held in Schollmaier Arena on the evening of October 24. Ben Ireland, of the Department of Modern Language Studies, was one of the faculty members featured.

- Table 1 presents a summary of giving to AddRan College from 2015-2019. The total raised in 2019 was the second highest of the 5-year period. The 2019 total was a 46% increase over 2018. While the total number of gifts was down slightly, the average amount of the gifts had increased between the 2 years, and the total raised by gifts over $25,000 was the second highest for the years reported. Kathy Fletcher, the AddRan Director of Development, noted that cultivation efforts in 2019 had again been successful.

**Table 1**

| | 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 |
|---|---|---|---|---|---|---|---|
| **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 |
| **2019** | $587,299 | 1492 | $393 | $326,431 | $260,868 | 1488 | $175 |

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

3. Statistical Overview of SCH, Majors and Degrees Conferred.

- Undergraduate SCH (Table 2) increased by 3,097 from 2018 to 2019 for a total of 79,286. This increase of approximately 4% represented the single largest increase over the 5 year reporting period. Almost 50% of this increase was in the Department of English which had an increase of 1,456 SCH. Semester credit production increased in Criminal Justice, Economics, Modern Language Studies, Political Science, Religion, Sociology/Anthropology, and Spanish. Credit production was relatively flat in Geography and Philosophy and declined slightly in History.

**Table 2**

| Semester Credit Hours- Undergraduate | | | | | | |
|---|---|---|---|---|---|---|
| **Department** | | **2015** | **2016** | **2017** | **2018** | **2019** |
| AEST | S | 54 | 66 | 65 | 79 | 94 |
| | F | 75 | 81 | 102 | 123 | 140 |
| | | 129 | 147 | 168 | 202 | 234 |
| CJ | S | 3,300 | 3,349 | 3,249 | 3,489 | 3,501 |
| | F | 3,315 | 3,570 | 3,837 | 3,738 | 3,912 |
| | | 6,615 | 6,919 | 7,086 | 7,227 | 7,413 |
| ECON | S | 3,828 | 4,455 | 4,596 | 4,374 | 5,049 |
| | F | 4,927 | 5,022 | 4,929 | 5,043 | 5,091 |
| | | 8,755 | 9,477 | 9,525 | 9,418 | 10,140 |
| ENGL | S | 7,768 | 8,444 | 8,068 | 7,776 | 8,692 |
| | F | 8,956 | 8,758 | 8,459 | 8,827 | 9,367 |
| | | 16,724 | 17,202 | 16,527 | 16,603 | 18,059 |
| GEOG* | S | | | 1,965 | 1,903 | 1,878 |
| | F | | 1,719 | 1,671 | 1,822 | 1,779 |
| | | | 1,719 | 3,636 | 3,725 | 3,657 |
| HIST | S | 5,103 | 5,403 | 3,627 | 3,640 | 3,126 |
| | F | 5,283 | 3,264 | 3,240 | 3,399 | 3,315 |
| | | 10,386 | 8,667 | 6,867 | 7,039 | 6,441 |
| MILS | S | 231 | 226 | 208 | 256 | 303 |
| | F | 234 | 215 | 252 | 334 | 318 |
| | | 465 | 441 | 424 | 580 | 621 |
| MLS | S | 1,113 | 1,014 | 1,098 | 1,164 | 1,422 |
| | F | 1,092 | 951 | 925 | 1,335 | 1,224 |
| | | 2,205 | 1,965 | 2,023 | 2,499 | 2,646 |
| PHIL | S | 700 | 774 | 823 | 700 | 912 |
| | F | 783 | 846 | 913 | 1,147 | 915 |
| | | 1,483 | 1,620 | 1,736 | 1,847 | 1,827 |
| POSC | S | 2,724 | 2,757 | 3,041 | 2,925 | 3,099 |
| | F | 3,035 | 3,330 | 3,316 | 3,351 | 3,368 |
| | | 5,759 | 6,,087 | 6,357 | 6,276 | 6,467 |
| RELI | S | 3,021 | 2763 | 2,740 | 2,715 | 3,084 |
| | F | 4,158 | 4,083 | 4,149 | 4,530 | 4,452 |
| | | 7,179 | 6,846 | 7,089 | 7,245 | 7,536 |
| SOAN | S | 3,967 | 4,260 | 4,471 | 4,608 | 5,013 |
| | F | 3,693 | 3,991 | 4,245 | 4,148 | 4,166 |
| | | 7,660 | 8,251 | 8,716 | 8,756 | 9,179 |
| SPAN | S | 2,073 | 2,118 | 2,172 | 2,201 | 2,409 |
| | F | 2,316 | 2,380 | 2,610 | 2,541 | 2,577 |
| | | 4,389 | 4,498 | 4,782 | 4,742 | 4,986 |
| ADRN | S | 38 | 13 | 22 | 15 | 23 |
| | F | 15 | 21 | 13 | 15 | 57 |
| | | 53 | 34 | 35 | 30 | 80 |
| Spring | | 33,920 | 35,642 | 36,347 | 35,846 | 38,605 |
| Fall | | 37,882 | 38,231 | 38,808 | 40,343 | 40,681 |
| Total | | **71,802** | **73,873** | **75,008** | **76,189** | **79,286** |

- AddRan College continues to account for approximately 30% of all undergraduate SCH at TCU and the Department of English increases are significant and speak to the importance of the Department in teaching undergraduates and in turn to staffing and faculty challenges.

- Graduate SCH (Table 3) declined slightly in Criminal Justice alone with English. History SCH was relatively flat. The MLA program showed a moderate increase since being moved to the College in an organization change in 2018.

**Table 3**

| Semester Credit Hours- Graduate | | | | | | |
|---|---|---|---|---|---|---|
| Department | | **2015** | **2016** | **2017** | **2018** | **2019** |
| CJ* | S | 96 | 159 | 147 | 222 | 222 |
| | F | 165 | 174 | 222 | 246 | 210 |
| | | 261 | 333 | 369 | 468 | 432 |
| ENGL | S | 236 | 232 | 251 | 271 | 204 |
| | F | 261 | 269 | 273 | 263 | 213 |
| | | 497 | 501 | 524 | 534 | 417 |
| HIST | S | 204 | 196 | 154 | 147 | 151 |
| | F | 238 | 210 | 194 | 196 | 197 |
| | | 442 | 406 | 348 | 343 | 348 |
| MLA** | S | | | | | 462 |
| | F | | | | 498 | 552 |
| | | | | | 498 | 1014 |
| Spring | | 536 | 587 | 552 | 640 | 1039 |
| Fall | | 664 | 653 | 689 | 1203 | 1172 |
| **Total** | | **1200** | **1240** | **1241** | **1843** | **2211** |

**\*Online Masters in CJ started in Fall 2014

\*\*The MLA program moved to AddRan College in Spring 2018.

- The number of students majoring in AddRan College departments was stable between 2018 and 2019 (Table 4.) Political Science and Economics continue as the departments with the greatest number of majors, and between them account for 52% of all AddRan majors. The two other popular majors are Criminal Justice and English. Across the college, with the possible exception of Political Science and Economics, all departments have the capacity to serve more undergraduate majors.

**Table 4\***

| AddRan College of Liberal Arts | | | | | |
|---|---|---|---|---|---|
| **Majors by Department** | | | | | |
| Department | **2015** | **2016** | **2017** | **2018** | **2019** |
| General Stud | 40 | 25 | 29 | 46 | 51 |
| Criminal Just | 147 | 156 | 153 | 172 | 206 |
| Economics | 356 | 354 | 331 | 328 | 349 |
| English | 134 | 139 | 130 | 135 | 116 |
| Geography | | 22 | 26 | 28 | 29 |
| History | 111 | 84 | 79 | 91 | 73 |
| MOLA | 12 | 18 | 21 | 22 | 21 |
| Philosophy | 30 | 30 | 35 | 30 | 31 |
| Pol. Science | 331 | 335 | 370 | 383 | 386 |
| Religion | 27 | 22 | 21 | 25 | 15 |
| Soc/Anth | 66 | 58 | 75 | 100 | 94 |
| Spanish | 65 | 53 | 43 | 40 | 37 |
| **Total** | **1319** | **1296** | **1313** | **1400** | **1408** |

*Totals are exclusive of pre-majors

- The total number of degrees conferred (Table 5) increased between 2018 and 2019. Undergraduate degrees increased by 13, masters increased by 8, and awarded Ph. D.s declined by 4.

**Table 5**

| AddRan College of Liberal Arts | | | | | |
|---|---|---|---|---|---|
| **Degrees Conferred** | | | | | |
| | **2015** | **2016** | **2017** | **2018** | **2019** |
| Bachelors | 376 | 364 | 359 | 383 | 396 |
| Masters | 6 | 22 | 13 | 40* | 52 |
| Ph. D | 10 | 7 | 10 | 13 | 9 |
| **Totals** | **392** | **393** | **382** | **436** | **457** |

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

4. Research and Creative Activity and Accomplishments

- AddRan College funds 5 internal programs in support of creative activity, professional development and research. During the AY 2018-2019 Dr. Johnny Nhan served as the Administrative Fellow and worked on a project addressing workplace readiness. For the AY

2019-2020 Dean Schoolmaster decided not to have an Administrative Fellow as his deanship would conclude in May 2020.

The programs are administered by Associate Dean Peter Worthing. A summary of the 2019 awards, totaling $57,000 is presented in Table 6.

**Table 6**

**Internal Research Support Programs**

| Program | Faculty | Department | Award |
|---|---|---|---|
| Summer Research | Rishav Bista | Economics | $3,000 |
| Summer Research | Maria Ciriza Lope | Spanish | $3,000 |
| Summer Research | Ashley Coles | Geography | $3,000 |
| Summer Research | Wesley Cray | Philosophy | $3,000 |
| Summer Research | Manochehr Dorraj | Political Science | $3,000 |
| Summer Research | Samuel Ross | Religion | $3,000 |
| Summer Research | Esther Texeira | Spanish | $3,000 |
| Mid-Career | Zack Hawley | Economics | $5,000 |
| Mid-Career | Santiago Pinon | Religion | $5,000 |
| Mid-Career | David Sandell | Anthropology | $5,000 |
| Grant Incentive | Sean Crotty/Mark Daku | Geography/Political Science | $5,000 |
| Grant Incentive | Alex Hidalgo | History | $5,000 |
| Grant Incentive | Kara Vuic | History | $5,000 |
| Interdisciplinary | Stacie McCormick, et al. | English | $3,000 |
| Interdisciplinary | Kiril Tochkov | Economics | $3,000 |
| | | **Total** | **$57,000** |

- In addition to the AddRan College awards, TCU offers other research and creativity support available to faculty across the university. AddRan College faculty receiving awards include funding for the Junior Faculty Summer Research Program (JFSRP), Research and Creative Activity Fund (RCAF), and the Instructional Development Grand (IDF). AddRan faculty receiving these awards are summarized in Table 7. A total of 12 faculty received $77,550 from these respective programs.

**Table 7**

| Program | Faculty | Department | Award |
|---|---|---|---|
| JFSRP | Joseph Darda | English | $6,000 |
| JFSRP | Dongwoo Kim | Economics | $6,000 |
| JFSRP | Weiwei Liu | Economics | $6,000 |
| JFSRP | Michele Meitl | Criminal Justice | $6,000 |
| JFSRP | Jordan Peterson | Political Science | $6,000 |
| JFSRP | Samuel Ross | Religion | $6,000 |
| JFSRP | Alicia Smith-Tran | Sociology | $6,000 |
| RCAF | Jeannine Gailey | Sociology | $4,500 |
| RCAF | Benjamin Ireland | Modern Language Studies | $4,500 |
| RCAF | Dongwoo Kim | Economics | $4,200 |
| RCAF | Weiwei Liu | Economics | $2,394 |
| RCAF | Jordan Peterson | Political Science | $4,500 |
| RCAF | Samuel Ross | Religion | $4,456 |
| RCAF | Alicia Smith-Tran | Sociology | $3,500 |
| IDG | Zack Hawley | Economics | $3,600 |
| IDG | Gabi Kirilloff | English | $3,600 |
| IDG | John Lovett | Economics | $   300 |
| | | **Total** | **$77,550** |

- Three AddRan faculty were successful in receiving grants from external sources. Table 8 summarizes those faculty receiving awards which totaled $26,600. (Table 8)

**Table 8**
**External Funding Awards**

| Faculty | Department | Funding Agency | Award |
|---|---|---|---|
| David Colon | English | Smithsonian Institute | $1,500 |
| Carrie Currier | Political Science | The Freeman Foundation | $17,600 |
| Melanie Harris | Religion | Wabash Center | $7,500 |
| | | **Total** | **$26,600** |

- Table 9 summarizes the scholarly and creative activity of AddRan faculty in 2019. Faculty from each of the departments clearly demonstrated their commitment to the teacher-scholar model which is a cornerstone of TCU. These efforts also speak to faculty efforts to raise the academic profile and institutional reputation of TCU. AddRan faculty published 21 books, 106 refereed articles, 55 chapters, 139 other publications, and presented at 258 regional, national and international meetings.

**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 | 2 | 0 | 13 | 1 | 0 |
| Economics | 14 (11/3) | 1 | 12 | 2 | 2 | 22 | 8 | 1 |
| English | 30 (23/7) | 5 | 9 | 11 | 67 | 58 | 7 | 1 |
| Geography | 6 (5/1) | 0 | 11 | 0 | 0 | 6 | 4 | 1 |
| History | 19 (17/2) | 5 | 5 | 16 | 20 | 30 | 2 | 1 |
| MLS | 8 (7/1) | 0 | 8 | 2 | 2 | 17 | 2 | 2 |
| Philosophy | 6 (6/0) | 0 | 11 | 0 | 0 | 12 | 1 | 0 |
| Pol. Science | 16 (15/1) | 6 | 19 | 4 | 12 | 22 | 1 | 1 |
| Religion | 15 (13/2) | 1 | 7 | 11 | 6 | 31 | 3 | 1 |
| Sociology/Anthropology | 13 (10/3) | 2 | 11 | 6 | 29 | 24 | 3 | 0 |
| Spanish | 14 (8/6) | 0 | 4 | 1 | 1 | 23 | 6 | 0 |
| **Total** | 150 (123/27) | **21** | **106** | **55** | **139** | **258** | **38** | **8** |

[1] Instructors are not required to conduct research or publish, but such scholarly activity is undertaken by instructors in AddRan College.

[2] Other Publications could include such items as book reviews and poems.

*Poems

**Book Reviews

***Encyclopedia Entries

****Other Creative Work

*****Translation

[3] International, National, Regional

[4] Internal – TCU, Status: Accepted, Rejected, Pending, Dollar Award

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

- The AddRan Festival of Undergraduate Research and Creative Activity is co-directed by Drs. David Sandell and Keith Whitworth from the Department of Sociology and Anthropology. For 2019 the festival was held on April 4-5. The number of presentations for the 2019 event was 63, with no paper poster sessions included. (Table 10)

**Table 10**

**Festival of Undergraduate Scholarship and Creative Activity**

|                      | 2015 | 2016 | 2017 | 2018 | 2019 |
|----------------------|------|------|------|------|------|
| Paper Presentations  | 68   | 45   | 59   | 62   | 63   |
| Poster Presentations | 4    | 0    | 0    | 7    | 0    |

Due to the closing of TCU during the spring 2020 semester this report was abbreviated and did not include information on the Summer Undergraduate Research Fellow (SURF) program coordinated by Dr. Peter Worthing, or information on Professional Development Reviews (PDRs).

5. Progress on 2019 Goals for AddRan College

- The 2019 edition of the Back-to-Class event was one of the most successful from an attendance and fundraising perspective. Held on March 26, 2019, the event drew an audience of over 250 people and raised approximately $50,000.

- The implementation of the Vision in Action: Lead On Strategic Plan was focused on DEI efforts under the direction of Dr. Dawn Elliott, the AddRan College Diversity Advocate. A significant part of these efforts focused on best hiring practices for faculty recruiting and the compilation of input for the DEI Inventory.

- Dean Schoolmaster worked to update the Lead On: Strategic Plan, complete the 2019 annual report, and coordinate the appointment of replacement chairs so that the new Dean will not face any immediate reporting or personnel actions.

- The search for a new Dean was started in the fall 2019 semester and resulted in the appointment of Dr. Sonja Watson from the University of Texas at Arlington.

- During 2019, 12 new members were added to the AddRan Board of Visitors bringing the total membership to 40.

- The AddRan Development Plan was updated during the fall 2019 semester under the direction of Ms. Kathy Fletcher and Dean Andy Schoolmaster.

- As shown in Table 11 very little progress was made in reducing our use of contingent faculty. This remains a significant challenge for the college.

- Dean Schoolmaster outlined the college intentions of developing a Center for Student Success that could be housed in the first floor space of Scharbauer Hall currently occupied by the Honors

College. The space will become vacant when the Honors College moves to Sadler Hall after it is converted to academic space. Provost Teresa Dahlberg has been informed of this plan.

6. Goals for AddRan College 2020

- Continue to implement AddRan College of Liberal Arts Vision in Action: Lead On Strategic Plan.

- Facilitate a smooth transition from Dean Schoolmaster to Dean Sonja Watson who was selected as the new Dean of the AddRan College of Liberal Arts in February, 2020.

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 remain the Departments of Criminal Justice, Economics, English, History, Sociology and Political Science. Across the college contingent faculty were used to cover 190 classes. New full-time faculty were hired in History and Criminal Justice which should help with this problem in those units.

- 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 pedagogue. A first step taken in the process was the renovation of Reed Hall 223 during summer of 2019.

**Table 11**

| AddRan College of Liberal Arts | | | | | | |
|---|---|---|---|---|---|---|
| Contingent Utilization | | | | | | |
| **Discipline** | **2019** | **2018** | **2017** | **2016** | **2015** | **Total** |
| Anthropology | 2 | 4 | 2 | 1 | 5 | 14 |
| Arab | 4 | 2 | - | - | - | 6 |
| Chinese | 8 | 9 | 5 | 4 | 6 | 32 |
| Criminal Justice | 48 | 39 | 48 | 48 | 46 | 229 |
| Economics | 36 | 36 | 37 | 40 | 35 | 184 |
| English | 20 | 20 | 19 | 32 | 35 | 126 |
| French | 1 | 0 | 0 | 1 | 3 | 5 |
| Geography | 4 | 9 | 11 | 8 | 9 | 41 |
| German | - | 0 | 0 | 0 | 0 | 0 |
| History | 20 | 23 | 25 | 29 | 29 | 126 |
| Italian | - | 0 | 0 | 0 | 0 | 0 |
| Japanese | 6 | 5 | 4 | 4 | 4 | 23 |
| Philosophy | 0 | 0 | 0 | 3 | 1 | 4 |
| Political Science | 11 | 14 | 10 | 8 | 12 | 55 |
| Religion | 8 | 8 | 7 | 9 | 7 | 39 |
| Sociology | 18 | 21 | 20 | 15 | 11 | 85 |
| Spanish | 4 | 3 | 7 | 3 | 7 | 24 |
| **Total** | **190** | **193** | **195** | **205** | **210** | **993** |