

AddRan College of Liberal Arts
2015
Annual Report

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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:

Tish Duncan	Religion	Assistant Professor
Kara Vuic	History	Associate Professor
Rosemarie Fike	Economics	Instructor
Nicholas Albanese	Modern Languages	Assistant Professor
Kathryn Sederberg	Modern Languages	Assistant Professor
Joe Darda	English	Assistant Professor
Sean Crotty	Geography	Assistant Professor
- Lt. Col. Darin Gregg was appointed as the new Professor of Aerospace Studies.
- George Wendt was hired as the new Development Officer for AddRan College.
- Matthew Thomas was hired as the new IT Coordinator for AddRan College.
- Manochehr Dorraj delivered the AddRan Distinguished Faculty Lecture, “What does the Future Hold for the Middle East and the World?”, April 2, 2015.
- Co-sponsor of Dr. Jared Diamond talk on January 28, 2015.
- Co-sponsor of talk by Ben Bernanke along with World Affairs Council and Neeley School of Business, November 16, 2015.
- Co-sponsor of Jim Wright Symposium, March 31, 2015.
- Sponsored third Back-to-Class: Exploring a World of Ideas in the Liberal Arts, March 25, 2015.

Presenters included:

 - Michael Bachmann, Criminal Justice, “Honey I’m Home: Hacking the Internet of Things”
 - Kiril Tochkov, Economics, “Borders, Globalization and Economic Integration”
 - Molly Scudder, Political Science, and Stacie McCormick, English, “Feeling Another’s Pain: Rethinking Our Practices of Empathy”
 - Ralph Carter, Political Science, “Is a New Cold War Inevitable? The Curse of Mutual Misperception”
 - Mark Dennis, Religion, “What is Freedom”
- Melanie Harris was selected as the AddRan Administrative Fellow in May 2015 and worked on the creation of an African American-Africana Studies minor and a program to assist departments in diversity recruiting and hiring.
- Hosted a lunch with Eric Cox on the implementation of activities to improve the working environment for contingent faculty.
- Initiated the creation and programmatic planning to have a separate Department of Geography operational by June 1, 2016.
- Initiated the planning for the creation of a Veterans Academic Assistance and Improvement Program to be operational by Fall 2016.
- Initiated development of a Testing Center for conducting make-up exams and ADA assistance.

- Sponsored a Big Data Panel featuring AddRan faculty including Kyle Walker, Michael Bachmann, Zack Hawley and David Preston from the Neeley School of Business, September 17, 2015.
- Began planning the third Robert D. Alexander lecture and workshops for March 31-April 1, 2016 and secured the services of Dr. Erez Aiden to deliver the keynote address on, “The Quantitative Analysis of Culture.”
- Held a luncheon orientation session for new department chairs:
 - Bill Roche – Philosophy
 - Jodi Campbell – History
 - Ben Tillman – Geography
 - Darin Gregg – AFROTC
 - Eric Cox – Political Science
 - Rob Garnett - Economics
- Held a luncheon and orientation for new tenure track and instructor faculty to discuss AddRan Faculty Development Programs and Tenure and Promotion expectations.
- Dean Schoolmaster participated in the History Graduate program review, April 21, 2015.
- Dean Schoolmaster attended the Western Social Science Association annual meeting in Portland, Oregon, April 8-11, 2015.
- Conducted college hooding ceremonies for May and December, 2015 graduations.
- Co-sponsor of May 2015 Writing Boot Camp organized by Charlotte Hogg of the Department of English.
- The AddRan College Undergraduate Festival of Research and Creative Activity was held in April, 2015.
- Dean Schoolmaster organized an interdisciplinary water-themed course entitled, “A Day in the Life of the Trinity River,” as part of the Academy of Tomorrow them course initiative. The course enrolled 16 students included 3 field trips and 10 guest lecturers addressing various perspectives on the Trinity River in North Central Texas. (ADRN 30970/HSPR 40970)
- Dean Schoolmaster was co-organizer of 2nd Annual North Texas Water Symposium, October 21, 2015, hosted at Kelly Center, TCU. Title of keynote address he delivered was, “Water Resources: An Interdisciplinary Perspective.”

2. AddRan College Development Efforts and Accomplishments

- George Wendt was selected to replace Matt Bethea as the AddRan College development officer.
- New Board of Visitors members include:
 - Jack Larson
 - Sam Kyei
 - Aaron Shutt
 - Brian Treger
 - Todd Truitt

- Participated in National Networking Night in San Antonio, January 6-8, 2015. During visit, a development meeting was held with Kurt House.
- Co-sponsor of an evening event honoring Ron Moore on February 18, 2015.
- Development dinner with Dr. Jack McCallum and Dana McCallum on support for a endowed chair in Big Data, March 23, 2015. Additional follow-up meetings on this project included a lunch, a discussion with Chancellor Boschini, Don Whelan, Nowell Donovan and Jack McCallum (July 7, 2015), and a panel presentation by four TCU faculty on Big Data.
- Meeting with Carrie and Dallas Cothrum on April 23, 2015 regarding their interest in funding an endowed professorship in history.
- San Antonio development trip in April to discuss the Warrior Scholar Project with Dr. David Schmidt and Teresa Schmidt.
- Board of Visitor Meetings:
 - February 26, 2015
 - October 28, 2015
 - August 18, 2015 – Summer Reception hosted by Tom and Amanda Stallings
- September 24, 2015, Dean Schoolmaster attended the Disney Institute Leadership Excellence Program.
- September 14, 2015, Dean Schoolmaster attended the Excellence in Literary Fiction dinner with Sandra and Michael Brown honoring ELF recipient Nick Barnette.
- Held a team building event with department chairs at Central Market for a cooking class on November 4, 2015 and Christmas Party, December 3, 2015.
- Planning for 3rd Robert D. Alexander Lecture in the Liberal Arts to be held March 31, 2016.
- Table 1 presents a summary of giving to AddRan College over the last six years. The total giving for 2015 was \$517,787 which was down by \$197,305, from the previous year. In part this is explained by the separation between when Matt Bethea resigned and George Wendt was hired. The two improvements in 2015 fundraising were the increase in the number of gifts to AddRan College and the excellent job done by Dr. Rich Enos as the AddRan Annual Fund giving coordinator.

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
2010	\$410,018	622	\$659	\$150,000	\$260,018	620	\$419
2011	\$925,961	838	\$1,105	\$604,140	\$321,821	832	\$387
2012	\$553,577	815	\$679	\$225,000	\$328,577	811	\$405
2013	\$1,423,822	948	\$1,502	\$981,795	\$442,027	935	\$473
2014	\$815,872	783	\$1,041	\$519,039	\$296,832	774	\$383
2015*	\$517,787	1137	\$455	\$236,620	\$281,167	1133	\$248

*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 slightly from 2014 to 2015 from 71,668 to 71,802. A number of departments including Criminal Justice, History/Geography, Modern Languages, Political Science, Religion, Sociology/Anthropology, and Spanish had slight declines. In contrast, Economics and English had increases of 889 and 1241 semester credit hours or 11% and 8% respectively. Philosophy also had an 8% increase. The increases in Economics and English continue to require a number of contingent faculty be hired to cover this demand. In response, both departments were given instructor positions to help offset the use of adjuncts.
- AddRan College continues to account for approximately 30% of all TCU undergraduate semester credit hours.
- Graduate semester credit hours (Table 3) increased from 1114 to 1200 due to the M.S. online program in the Department of Criminal Justice.
- The number of students majoring (Table 4) in AddRan College departments increased from 1288 in 2014 to 1319 in 2015. Almost the entire increase can be attributed to the number of Economics majors rising from 263 to 356. Besides Economics, the other popular majors include Political Science, Criminal Justice, English, and History.
- The number of degrees awarded at the undergraduate level declined by 21, while Masters and PhD degrees conferred remained approximately the same (Table 5).

Table 2

AddRan College of Liberal Arts						
Semester Credit Hours- Undergraduate						
Department		2011	2012	2013	2014	2015
AEST	S	50	67	56	88	54
	F	57	45	89	56	75
		107	112	145	144	129
CJ	S	2,544	2,808	3,237	3,249	3,300
	F	2,307	2,979	3,006	3,393	3,315
		4,851	5,787	6,243	6,642	6,615
ECON	S	2,868	3,099	3,291	3,687	3,828
	F	3,330	3,780	3,939	4,179	4,927
		6,198	6,879	7,230	7,866	8,755
ENGL	S	6,802	6,764	7,071	7,783	7,768
	F	7,452	7,161	7,933	7,700	8,956
		14,254	13,925	15,004	15,483	16,724
HIST	S	5,457	5,835	5,092	5,304	5,103
	F	5,967	5,733	5,718	5,755	5,283
		11,424	11,568	10,810	11,059	10,386
MILS	S	330	263	227	232	231
	F	299	231	224	269	234
		629	494	451	501	465
MOLA	S	1,292	1,284	1,140	1,152	1,113
	F	1,446	1,329	1,338	1,237	1,092
		2,738	2,613	2,478	2,389	2,205
PHIL	S	639	681	711	705	700
	F	772	834	711	663	783
		1,411	1,515	1,422	1,368	1,483
POSC	S	2,629	2,405	2,763	2,786	2,724
	F	2,764	3,276	3,039	3,379	3,035
		5,393	5,681	5,802	6,165	5,759
RELI	S	2,829	2,766	2,535	3,031	3,021
	F	4,530	4,485	4,661	4,170	4,158
		7,359	7,251	7,196	7,201	7,179
SOAN	S	3,829	3,996	4,011	4,338	3,967
	F	3,630	3,703	3,745	3,568	3,693
		7,459	7,699	7,756	7,906	7,660
SPAN	S	2,262	2,280	2,262	2,328	2,073
	F	2,643	2,679	2,652	2,586	2,316
		4,905	4,959	4,914	4,914	4,389
ADRN	S	12	12	8	17	38
	F	5	15	12	13	15
		17	27	20	20	53
Spring		32,084	32,260	32,404	34,700	33,920
Fall		35,202	36,250	37,067	36,968	37,882
Total		67,286	68,510	69,471	71,668	71,802

Table 3

AddRan College of Liberal Arts						
Semester Credit Hours- Graduate						
Department		2011	2012	2013	2014	2015
CJ*	S	-	-	-	-	96
	F	-	-	-	102	165
					102	261
ENGL	S	242	242	230	270	236
	F	288	251	279	268	261
		530	493	509	538	497
HIST	S	238	237	225	215	204
	F	269	248	262	259	238
		507	485	487	474	442
Spring		480	479	455	485	536
Fall		557	499	541	629	664
Total		1037	978	996	1114	1200

*Online Masters in CJ started in Fall 2014

Table 4*

AddRan College of Liberal Arts					
Majors by Department					
Department	2011	2012	2013	2014	2015
General Stud	61	60	48	44	40
Criminal Just	142	151	151	142	147
Economics	179	216	221	263	356
English	166	160	150	158	134
History/Geog	130	135	126	109	111
MOLA	31	43	20	11	12
Philosophy	33	32	30	28	30
Pol. Science	290	344	364	342	331
Religion	44	46	45	38	27
Soc/Anth	88	113	113	90	66
Spanish	75	79	75	63	65
Total	1,239	1,379	1,343	1288	1319

*Totals are exclusive of pre-majors

Table 5

AddRan College of Liberal Arts					
Degrees Conferred					
	2011	2012	2013	2014	2015
Bachelors	324	294	347	397	376
Masters	8	11	6	6	6
Ph. D	10	8	13	8	10
Totals	342	313	366	411	392

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 creativity. During the fall 2015 semester Melanie Harris from the Department of Religion served as the Administrative Fellow working on a project to assist departments conducting hiring searches to improve the diversity and inclusiveness of the applicant pool. Sixteen other AddRan College faculty participated in the Creativity and Innovation in Learning, Grant Submission Incentive, Urban Institute Small Grants and Mid-Career Summer Research programs (Table 6). A total of \$61,500 was distributed among the participants.

Table 6
AddRan College of Liberal Arts
Internal Research Support Programs¹
2015

AddRan Administrative Fellow	
Melanie Harris, Religion	\$ 2,000
Grant Submission Incentive Program	
Vanessa Bouche, Political Science	\$ 5,000
Hanan Hammad, History	\$ 5,000
Kyle Walker, Geography	\$ 5,000
Zack Hawley, Economics	<u>\$ 5,000</u>
	\$ 20,000
Creativity and Innovation in Learning	
Chantel Carlson, English	\$ 2,500
Rima Abunasser, English	\$ 2,500
Max Krochmal, History	<u>\$ 2,500</u>
	\$ 7,500
Urban Institute Small Grants Program	
Shawn Crotty, Geography	\$ 2,000
Emily Farris, Political Science	\$ 2,000
John Lovett, Economics	\$ 1,500
Santiago Pinon, Religion	<u>\$ 1,500</u>
	\$ 7,000
Mid-Career Summer Research Program	
Carrie Currier, Political Science	\$ 5,000
Alex Lemon, English	\$ 5,000
Brad Lucas, English	\$ 5,000
Todd Kerstetter, History	\$ 5,000
Kiril Tochkov	<u>\$ 5,000</u>
	\$ 25,000
Total AddRan College Support	\$ 61,500

¹These itemized awards are included as part of the internal support of research and creative activities in 2015.

- External grant activity for AddRan faculty is summarized in Table 7. In 2015, three faculty, Michael Bachmann, Carrie Currier and Max Krochmal, were awarded a total of \$387,619. Faculty submitted a total of 8 proposals for \$1,124,831, with five denied and three pending as of the end of 2015. The AddRan internal Grant Submission Incentive program is resulting in more external proposals being submitted and in turn more external funding is being secured to support research and creative activity.

**Table 7
External Funding Activity
2015**

AWARDED		
Name	Sponsor/Agency Name	Award for Year
Bachmann, Michael	National Science Foundation	\$270,019
Currier, Carrie	The Freeman Foundation	\$17,600
Krochmal, Max	National Endowment for the Humanities	\$100,000
		\$387,619

Total Number of Awards = 3

SUBMITTED		
Name	Sponsor/Agency Name	Amt Applied For
Bachmann, Michael	National Science Foundation	\$270,095
Bachmann, Michael	Safe City Commission/ Department of Justice	\$99,998
Currier, Carrie	The Freeman Foundation	\$17,600
Dennis, Mark	National Endowment for the Humanities	\$20,000
Hawley, Zackary	U CA Merced/NSF	\$88,704
Pinon, Santiago	Enhancing Life University of Chicago	\$50,000
Walker, Kyle	American Heart Association	\$123,404
Walker, Kyle	National Science Foundation	\$455,030
		\$1,124,831

Total Number of Submittals = 8

DENIED		
Name	Sponsor/Agency Name	Amt Applied for
Bachmann, Michael	Safe City Commission/Department of Justice	\$99,998
Hawley, Zackary	U CA Merced/NSF	\$88,704
Meier, William	National Endowment for the Humanities	\$6,000
Pinon, Santiago	Enhancing Life University of Chicago	\$50,000
Walker, Kyle	American Heart Association	\$123,404
		\$368,106

Total Number of Denials = 5

Internal TCU Programs supporting Research and Creative Activity

- Twenty-two AddRan College faculty received internal TCU support through the Junior Faculty Summer Research Program (JFSRP), the Research and Creativity Fund (RCAF), the Instructional Development Grant (IDG) and the TCU Invest in Scholarships Program (IS). In total (Table 8) AddRan faculty received \$111,139 in awards. These internal TCU grants, when combined with internal AddRan programs, can be very effective and useful in supporting small to moderate size research projects. Faculty from 10 different departments indicates that there is interest in participating in these programs across the college.

**Table 8
AddRan College of Liberal Arts
TCU Internal Grant Activity
2015**

PROPOSALS AWARDED			
Name	Department	Type of Grant	Amount Awarded
Abunasser, Rima	English	IDG	\$3,050
Aftandilian, Dave	Sociology & Anthropology	RCAF	\$2,497
Chen, Guangyan	Modern Language Studies	JFSRP	\$6,000
Chen, Guangyan	Modern Language Studies	RCAF	\$4,000
Edwards, Michelle	Sociology & Anthropology	JFSRP	\$6,000
Edwards, Michelle	Sociology & Anthropology	RCAF	\$2,250
Gaul, Theresa	English	IDG	\$3,472
Hawley, Zack	Economics	JFSRP	\$6,000
Hawley, Zack	Economics	RCAF	\$4,000
Hidalgo, Alexander	History	JFSRP	\$6,000
Lee, Sohyun	Spanish & Hispanic Studies	IDG	\$3,600
Lucas, Brad	English	RCAF	\$4,000
McCormick, Kelly	Philosophy	JFSRP	\$6,000
McCormick, Stacie	English	JFSRP	\$6,000
McCormick, Stacie	English	RCAF	\$1,770
Nikaj, Silda	Economics	JFSRP	\$6,000
Nikaj, Silda	Economics	RCAF	\$4,000
O'Reilly, Nathaniel	English	RCAF	\$4,000
Scudder, Molly	Political Science	JFSRP	\$6,000
Shniderman, Adam	Criminal Justice	JFSRP	\$6,000
Shniderman, Adam	Criminal Justice	RCAF	\$3,000
Tochkov/Currier	Economics/Political Science	TCU-IS	\$17,500

Total Number of Awards = 22

Grand Total =

\$111,139

- Table 9 summarizes the professional activity of AddRan faculty in 2015. During the year faculty in all departments were engaged in the publishing of 19 books/textbooks, 73 referenced articles, 22 chapters, 124 other forms of publication including poems, encyclopedia entries, and book reviews and presenting at international, national, and regional meetings.
- From these aggregate statistics it is clear that a great many AddRan faculty are embracing the TCU teacher-scholar model at a high level. It is also clear that through faculty development leaves, travel, and the internal research programs in AddRan and TCU that scholarship is highly valued and supported.
- Based upon the statistics reported in Table 9, 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 referenced 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 9

AddRan College of Liberal Arts								
Research and Creative Activity Summary Matrix								
Department	Faculty (T&TT/Instr ¹)	Books	Refereed Articles	Chapters	Other Publications	Presentations	Grants I E	
Criminal Justice	8	-	10	-	4	10	2	3
Economics	12 (9/3)	3	9	2	8	41	7	7
English	28 (22/6)	3	33	-	47	56	14	12
History/Geography	22 (20/2)	2	4	6	36	26	5	4
Modern Languages	9 (7/2)	-	-	2	5	16	4	3
Philosophy	5	-	3	-	3	13	1	1
Political Science	15 (14/1)	3	4	2	10	23	6	2
Religion	16 (15/1)	3	6	5	7	18	4	3
Sociology/Anthropology	12 (9/3)	3	2	4	3	24	3	1
Spanish	12 (6/6)	2	2	1	1	21	3	1
Total	139 (115/24)	19	73	22	124	248	49	37

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

- Another way to assess research and creative activity is through the Professional Development Review (PDR) process. 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. Table 10 presents the results of the 2015 PDR's conducted in AddRan College. Based on this assessment all faculty were judged as satisfactory and no remedial plans were required.

Table 10
Professional Development Reviews (PDRs)
2015

Faculty Member	Department	Assessment
Enos, Richard	English	Satisfactory
Narain, Mona	English	Satisfactory
Robbins, Sarah	English	Satisfactory
Stevens, Ken	History & Geography	Satisfactory
Tillman, Ben	History & Geography	Satisfactory
Carter, Ralph	Political Science	Satisfactory
Currier, Carrie	Political Science	Satisfactory
Dorraj, Manochehr	Political Science	Satisfactory
Ferrell, Jeff	Sociology & Anthropology	Satisfactory
Frischmann, Donald	Spanish	Satisfactory
Sloan, Steve	Spanish	Satisfactory

- A final example of AddRan College's commitment to supporting scholarship is the annual writing boot camp organized by Charlotte Hogg from the Department of English. Each May, for one week, approximately 15 faculty from all ranks engage in a writing intensive project intended to complete a book, chapter, article or other writing related work. Faculty agree to attend the boot camp for a minimum of 5 hours a day for 5 days. Faculty participating in the 2015 camp included:

Rima Abunasser, English, Instructor
 Sam Arnold, Political Science, Assistant
 Bonnie Blackwell, English, Associate
 Jodi Campbell, History, Associate
 Ann George, English, Full
 Charlotte Hogg, English, Associate
 Todd Kerstetter, History, Associate

Chantel Carlson, English, Instructor
 Stacie McCormick, English, Assistant
 Molly Scudder, Political Science, Assistant
 Carol Thompson, Sociology, Full
 Lisa Vanderlinden, Anthropology, Associate
 John Harris, Philosophy, Associate

Table 11
AddRan College of Liberal Arts
Festival of Undergraduate Scholarship and Creativity

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

- Undergraduate research participation as expressed through the Research and Creative Activity Festival has been relatively consistent from 2013 to 2015. In some years more students have presented poster papers which are usually multi-authored in contrast to the paper presentations which are often single author. Our goal is to have 30% of our seniors participate in the festival, however given the number of presentations we are not meeting this goal.
- In addition to the AddRan Festival many undergraduates participate in research activities that are listed in the department annual reviews contained in the Appendix of this annual report. Some examples would include students participating in the Model UN, departmental honors research projects, and study abroad.

5. Progress on 2015 Goals for AddRan College

- Secure new tenure track and instructor lines to offset AddRan College’s increasing use of contingent faculty. **Achieved**
 - Assistant Professor – Geography
 - Assistant Professor – Economics
 - Assistant Professor – Sociology
 - Instructor – Religion
- Increase funding for AddRan College internal professional development and research and creative activity programs. **Achieved**
 Increased funding for Grand Submission Incentive Program and Mid-Career Summer Research Program by \$10,000 total.
- Increase number of students majoring in AddRan College to 1350 exclusive of pre-majors. **Not Achieved**
 1,319 majors for Fall 2015 semester.
- Dean Schoolmaster will develop a water-themed course for the Academy of Tomorrow initiative. **Achieved**
 First time offering enrolled 16 students.
- Increase semester credit hours generated by AddRan College to 72,000. **Not Achieved**
 Annual semester credit hours for 2015 was 71,802.
- Conduct the third AddRan Back-to-Class Event. **Achieved**
 Event was held on March 25, 2015 and attended by 225 students, faculty and members of the TCU and Fort Worth communities.

- Explore the development of an interdisciplinary major to complement the existing 135 in General Studies. **Achieved**

The curriculum proposal was completed and awaited University Council approval in Spring 2016.

6. Goals for AddRan College 2016

- Secure new tenure track and instructor lines to offset AddRan College's increasing use of contingent faculty.
- Increase funding for AddRan College internal professional development and research and creative activity programs.
- Increase fundraising to a total of \$750,000.
- Establish new degree options in support of cultural competency, diversity and inclusiveness.
- 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 Officer.
- Finish the creation of a stand-alone Department of Geography.
- Conduct a third Robert D. Alexander Lecture in the Liberal Arts and Workshop program.
- Increase semester credit hour production in AddRan College to 73,000.
- Increase number of students majoring in AddRan College to 1,400 exclusive of pre-majors.
- Begin the process of redesigning all webpages in AddRan College departments, centers and institutes.
- Hire a new staff person to support the AddRan College Dean's office staff.
- Implement a Veterans Academic Success course intended to assist veterans in their classroom performance and retention.
- Fully operationalize an AddRan College testing center for scheduling make-up exams for student absences and ADA requirements.
- Initiate a college-wide review of undergraduate research with a goal of developing plans to further encourage and support student inquiry.

7. Challenges for AddRan College

- Since Dean Schoolmaster was appointed in 2007 the college has received a ½ time position to assist with information technology. In the fall 2015 budget hearing process AddRan College asked for another staff position and was subsequently awarded a 60/40 divided position with the Department of History (AddRan College 40%). Two positions filled by Kim Gore (Assistant to the Dean) and Ida Hernandez (Director of Degree Certification) were reclassified in the last 3 years. When staffing in AddRan College is compared to that in other colleges, especially in light

of increases in semester credit hours, majors, degrees awarded, and full-time faculty it is time for a review of positions and a response to workload increases.

- In addition to staff workload impacts due to enrollment increases, there are similar consequences for meeting the demands of covering classes for the TCU core curriculum, first-year students, especially in the Department of English, and the Department of Economics, History, and Criminal Justice. One way to meet the demand is to hire more contingent faculty. Another way, and more expensive alternative, is to hire full-time faculty, especially instructors. Also as a result of the fall 2015 budget hearing process AddRan was awarded 3 instructor positions (English, Economics, and Criminal Justice) with searches being conducted during the fall 2016 semester. Despite these future hires and the approval of one-year appointments in English, AddRan College's use of contingent faculty continues to increase. In 2015, 205 courses were covered by contingent faculty for a 44% increase since 2011. Therefore there will be a continuing need to hire more full-time faculty to reduce this dependency.

Table 12

AddRan College of Liberal Arts						
Adjunct Utilization						
Discipline	2015	2014	2013	2012	2011	Total
Anthropology	5	5	7	7	8	32
Chinese	6	5	7	8	5	31
Criminal Justice	46	39	31	30	24	170
Economics	35	25	16	7	10	93
English	35	24	20	22	25	126
French	3	4	5	4	3	19
Geography	9	9	7	7	10	42
German	0	0	2	2	1	5
History	29	42	52	40	21	184
Italian	0	3	1	0	4	8
Japanese	4					4
Philosophy	1	1	0	0	0	2
Political Science	12	19	18	11	12	72
Religion	7	9	15	9	9	49
Sociology	11	11	9	12	10	53
Spanish	7	4	3	1	0	15
Total	205	200	193	160	142	905

- The cost of recruiting new faculty including advertising positions, travel, start-up and moving expenses have increased placing additional pressure on departmental and college resources. The policy of bringing only two candidates to campus should be reexamined and there should be differential amounts of money for recruiting a one-year lecturer as opposed to a tenure-track position.

- 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.
- Meeting the needs of the Honors College for more sections places increased pressure on AddRan faculty. This is especially the case for advising Honors College projects in such departments as Political Science. The space demands in Scharbauer Hall to meet the competing needs for AddRan College and the Honors College must be addressed.