

**AddRan College of Liberal Arts  
2014  
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

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

Kelly McCormick	Philosophy	Assistant Professor
Cedrick May	English	Associate Professor
Stacie McCormick	English	Assistant Professor
Molly Scudder	Political Science	Assistant Professor
Kendra Bowen	Criminal Justice	Assistant Professor
Adam Shniderman	Criminal Justice	Assistant Professor
Gwen Chen	Modern Languages	Assistant Professor
Josh Blaylock	Modern Languages	Assistant Professor
Grant Ferguson	Political Science	Instructor
- Kim Gore was hired as the new Assistant to the Dean.
- Rob Garnett delivered the AddRan Distinguished Faculty Lecture, “Give, Take, Learn: Commerce and Care in Adam Smith’s 21<sup>st</sup> Century Humanomics,” March 20, 2014.
- Co-sponsored Geography Speaker Series, Dr. Craig Colten, “Lessons Learned, Lessons Lost: Resilience in Coastal Louisiana,” March 3, 2014.
- Co-sponsored Jim Wright Symposium, Jim Sharp, Chancellor of Texas A&M System, March 20, 2014.
- Co-sponsor Ronald White event, “Lincoln’s Sermon on the Mount: The Second Inaugural,” January 27, 2014.
- Sponsored the Race, Ethnicity, and Place VIII Conference in Fort Worth which was attended by 400 participants, October 22-25, 2014.
- Dr. Eric Cox began working as the Administrative Fellow and initiated a project on best practices for contingent faculty.
- Sponsored the second Robert D. Alexander Lecture in the Liberal Arts, Manuel Lima, “The Power of Network: Mapping and Increasingly Complex World,” April 2, 2014. The lecture was followed the next day with a day of three workshops focused on data visualization.
- The AddRan College Undergraduate Festival of Research and Creative Activity was held on April 16, 2014.
- Co-sponsor of the Writing Boot Camp for faculty organized by Charlotte Hogg of the Department of English, May, 2014.
- Dean Schoolmaster attended the Texas Association of Deans of Liberal Arts and Sciences, February 6-7, 2014, Tarleton State University.
- Chairs Retreat at Sinaca Glass Studio, April, 23, 2014.
- Conducted first AddRan College of Liberal Arts Hooding Ceremony, May 9, 2014.
- Inauguration of the French and German Houses, November 18, 2014.
- Sponsored lunch for new tenure track hires, November 5, 2014.
- Sponsored lunch endowed chairs and professors, October 17, 2014.

- Meeting with J.D. Granger and Fernando Costa to assist with the development of a water theme course to be taught during the spring 2015 semester.

## 2. AddRan College Development Efforts and Accomplishments

- The search for the first Benjamin W. Schmidt Endowed Professor was begun in the fall 2014 and culminated in the hiring of Dr. Kara Vuic from High Point University, North Carolina.
- The second Alexander Lecture in the Liberal Arts featured Manuel Lima speaking on the topic of data visualization. It was attended by approximately 175 people.
- New BOV members added during 2014 included: James Cashion, Mac Churchill, Macy Hill, James Korth, Anne Paup, Brian Newby, Sharon Millians and Dan Verboski.
- Dean Schoolmaster attended the Kansas City Send-Off Reception, July 24-25, 2014.
- Dean Schoolmaster attended the Austin, Texas Regional Development meeting hosted by Phil Weber, October 2-3, 2014.
- Fall BOV meeting was hosted by Dr. Elva LeBlanc at the Northwest Campus of TCC, September 24, 2014.
- Spring BOV meeting was held at the BLUU on the TCU campus and featured Jim Hille talking on the TCU Endowment, March 27, 2014.
- San Antonio reception for supporters and donors of the Benjamin W. Schmidt Endowed Professor fundraising efforts, April 9-10, 2014.
- Table 1 summarizes giving to AddRan College over the last six years. The total giving for 2014 was \$815,872 and a decline from the previous year when giving was buoyed by the efforts to complete the required endowment amount to fund the Benjamin W. Schmidt Professorship. The total numbers of gifts also declined from 948 in 2013 to 783 in 2014. One aspect in the decline in total giving was the decrease in gifts exceeding \$25,000 which reflects the decrease in major gifts from the preceding year when the Schmidt Professor campaign was strong. 2014 giving was still the second highest total of the 6 years reporting period.

**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
2009	\$624,508	600	\$1,040	\$309,000	\$315,508	595	\$530
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

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

- Undergraduate semester credit hours (Table 2) for 2014 increased by 2,197 or 3% over 2013. For the 5 year reporting period SCH has increased by 7,510 hours or 12%. In 2014, SCH topped 70,000 for first time in AddRan's history. Departmental increases were reported for Criminal Justice, Economics, English, History/Geography, Political Science and Sociology and Anthropology. Two departments, Religion and Spanish and Hispanic Studies remained unchanged while Modern Language Studies and Philosophy declined slightly. The Department of English had the largest percentage increase, 19% of all of the AddRan units. These increases have been particularly hard to cover using full-time faculty resulting in an increasing dependence on contingent faculty.
- AddRan College continues to account for approximately 30% of all TCU undergraduate semester credit hours.
- Graduate semester credit hours (Table 3) increased slightly for the Department of English but declined slightly for the Department of History and Geography. 2014 marked the beginning of the on-line Masters degree in Criminal Justice. The program generated 102 semester credit hours during the fall 2014 semester.
- The number of students majoring in AddRan College departments declined to 1288 (exclusive of pre-majors) for the fall 2014 semester (Table 4). This number was less than either 2012 or 2013 but 95 more than were majoring in our departments in 2010. Increased numbers of majors between 2013 and 2014 were recorded for the departments of Economics and English. Slight declines were reported in all of the other departments.
- Between 2013 and 2014 the number of masters degrees granted remained the same and the number of doctoral degrees declined. The number of bachelor's degrees increased to 397 for a 14% growth over the number granted in 2013 (Table 5).

Table 2

Semester Credit Hours- Undergraduate						
Department		2010	2011	2012	2013	2014
AEST	S	75	50	67	56	88
	F	76	57	45	89	56
		151	107	112	145	144
CJ *	S	2,562	2,544	2,808	3,237	3,249
	F	2,376	2,307	2,979	3,006	3,393
		4,938	4,851	5,787	6,243	6,642
ECON	S	2,821	2,868	3,099	3,291	3,687
	F	3,246	3,330	3,780	3,939	4,179
		6,067	6,198	6,879	7,230	7,866
ENGL	S	5,859	6,802	6,764	7,071	7,783
	F	7,142	7,452	7,161	7,933	7,700
		13,001	14,254	13,925	15,004	15,483
HIST	S	4,740	5,457	5,835	5,092	5,304
	F	5,239	5,967	5,733	5,718	5,755
		9,979	11,424	11,568	10,810	11,059
MILS	S	357	330	263	227	232
	F	385	299	231	224	269
		742	629	494	451	501
MOLA	S	1,272	1,292	1,284	1,140	1,152
	F	1,354	1,446	1,329	1,338	1,237
		2,626	2,738	2,613	2,478	2,389
PHIL	S	666	639	681	711	705
	F	765	772	834	711	663
		1,431	1,411	1,515	1,422	1,368
POSC	S	2,388	2,629	2,405	2,763	2,786
	F	2,935	2,764	3,276	3,039	3,379
		5,323	5,393	5,681	5,802	6,165
RELI	S	2,584	2,829	2,766	2,535	3,031
	F	4,437	4,530	4,485	4,661	4,170
		7,021	7,359	7,251	7,196	7,201
SOAN	S	3,847	3,829	3,996	4,011	4,338
	F	4,047	3,630	3,703	3,745	3,568
		7,894	7,459	7,699	7,756	7,906
SPAN	S	2,283	2,262	2,280	2,262	2,328
	F	2,631	2,643	2,679	2,652	2,586
		4,914	4,905	4,959	4,914	4,914
ADRN	S	-	12	12	8	17
	F	71	5	15	12	13
		71	17	27	20	20
Spring		29,454	32,084	32,260	32,404	34,700
Fall		34,704	35,202	36,250	37,067	36,968
Total		64,158	67,286	68,510	69,471	71,668

**Table 3**

<b>Semester Credit Hours- Graduate</b>						
Department		<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
CJ*	S	-	-	-	-	-
	F	-	-	-	-	102
						102
ENGL	S	261	242	242	230	270
	F	270	288	251	279	268
		531	530	493	509	538
HIST	S	211	238	237	225	215
	F	288	269	248	262	259
		499	507	485	487	474
Spring		472	480	479	455	485
Fall		558	557	499	541	629
<b>Total</b>		<b>1030</b>	<b>1037</b>	<b>978</b>	<b>996</b>	<b>1114</b>

\*Online Masters in CJ started in Fall 2014

**Table 4\***

<b>Majors by Department</b>					
Department	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
General Stud	59	61	60	48	44
Criminal Just	111	142	151	151	142
Economics	180	179	216	221	263
English	174	166	160	150	158
History/Geog	114	130	135	126	109
MOLA	25	31	43	20	11
Philosophy	35	33	32	30	28
Pol. Science	283	290	344	364	342
Religion	38	44	46	45	38
Soc/Anth	101	88	113	113	90
Spanish	73	75	79	75	63
<b>Total</b>	<b>1,193</b>	<b>1,239</b>	<b>1,379</b>	<b>1,343</b>	<b>1288</b>

\*Totals are exclusive of pre-majors

**Table 5**

<b>Degrees Conferred</b>					
	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
Bachelors	289	324	294	347	397
Masters	5	8	11	6	6
Ph. D	7	10	8	13	8
<b>Totals</b>	<b>301</b>	<b>342</b>	<b>313</b>	<b>366</b>	<b>411</b>

#### 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 2014 semester Eric Cox from the Department of Political Science served as the Administrative Fellow working on a project addressing the development of best practices for assisting contingent faculty in the college. Sixteen other AddRan College faculty participated in the Grant Submission Incentive Program, Creativity and Innovation in Learning, the Institute for Urban Living and Innovation Small Grant Program, and the Mid-Career Summer Research Program (Table 6). For these four programs, a total of \$53,000 was distributed among the recipients for an increase of \$15,000 over the \$38,000 allocated in 2013. In particular, the Mid-Career Summer Research Program is popular with associate rank professors working on projects to help them earn promotion to professor.

**Table 6**  
**Internal Research Support Programs<sup>1</sup>**  
**2014**

<b>Grant Submission Incentive Program</b>	
Bill Meier	\$ 5,000
Santiago Pinon	\$ 5,000
Peter Szok	\$ 5,000
Kyle Walker & Sean Crotty	<u>\$ 5,000</u>
	<b>\$ 20,000</b>
<b>Creativity and Innovation in Learning</b>	
Alex Hidalgo	\$ 2,500
Curt Rode	<u>\$ 2,500</u>
	<b>\$ 5,000</b>
<b>Institute for Urban Living and Innovation Small Grants Program</b>	
Zackary Hawley	\$ 2,000
Silda Nikaj	\$ 2,000
Sarah Robbins	\$ 2,000
Kyle Walker & Sean Crotty	<u>\$ 2,000</u>
	<b>\$ 8,000</b>
<b>Mid-Career Summer Research Program</b>	
Jeannine Gailey	\$ 5,000
Blake Hestir	\$ 5,000
Todd Kerstetter	\$ 5,000
Mona Narain	<u>\$ 5,000</u>
	<b>\$ 20,000</b>
<b>Total AddRan College Support</b>	<b>\$ 53,000</b>

<sup>1</sup>These itemized awards are included in the Research and Creative Activity Funding 2014 Totals.



- External grant activity for AddRan faculty is summarized in Table 7. For 2014, AddRan faculty were awarded \$156,301. Seven grants were pending totaling requests of \$1,282,649, and 6 grants requesting \$791,202 were denied. The Grant Submission Incentive Program is resulting in more proposals being submitted to external funding agencies. Additional funds for the Grant Submission Incentive Program as well as the other internal programs supporting research and creative activity will be sought during future budget cycles.

**Table 7  
External Funding Activity  
2014**

<b>AWARDED</b>		
<b>Name</b>	<b>Sponsor/Agency Name</b>	<b>Award for Year</b>
Bouche, Vanessa	Colorado College/National Institute of Justice	\$31,301.00
Krochmal, Max	The Brown Foundation, Inc.	\$100,000.00
Pinon, Santiago	Louisville Institute	\$25,000.00
		<b>\$156,301.00</b>

Total Number of Awards = 3

<b>SUBMITTED</b>		
<b>Name</b>	<b>Sponsor/Agency Name</b>	<b>Amt Applied For</b>
Bachman, Michael	NSF SaTC	\$299,745.00
Hawley, Zackary	Univ. of CA Merced/NIH	\$40,210.00
Krochmal, Max	National Endowment for the Humanities	\$446,942.00
Krochmal, Max	National Endowment for the Humanities (NEH)	\$300,000.00
Pinon, Santiago	Wabash Center	\$2,500.00
Meier, Bill	NEH	\$6,000.00
Vanderlinden, Lisa	National Science Foundation	\$187,252.00
		<b>\$1,282,649.00</b>

Total Number of Submittals = 7

<b>DENIED</b>		
<b>Name</b>	<b>Sponsor/Agency Name</b>	<b>Amt Applied for</b>
Kerstetter, Todd	Smith Richardson Foundation	\$6,900.00
Krochmal, Max	National Endowment for the Humanities (NEH)	\$300,000.00
Pinon, Santiago	National Endowment for the Humanities (NEH)	\$22,000.00
Pinon, Santiago	Wabash Center	\$2,500.00
Scott, James	National Science Foundation	\$272,550.00
Vanderlinden, Lisa	National Science Foundation	\$187,252.00
		<b>\$791,202.00</b>

Total Number of Denials = 6

- Internal TCU Programs supporting Research and Creative Activity  
Twenty AddRan College faculty received internal support through either the Junior Faculty Summer Research Program (JFSRP), the Research and Creative Activity Fund (RCAF), the Instructional Development Grants (IDG) and the TCU Invest in Scholarship (IS) program (Table 8). Ten faculty received RCAF funding totaling \$32,325. Funding from these programs is especially valuable when they can somehow be combined with AddRan College internal programs.

**Table 8**  
**AddRan College of Liberal Arts**  
**TCU Internal Grant Activity**  
**2014**

<b>PROPOSALS AWARDED</b>			
<b>Name</b>	<b>Department</b>	<b>Type of Grant</b>	<b>Amount Awarded</b>
Edwards, Michelle	Sociology & Anthropology	JFSRP	\$6,000.00
Hidalgo, Alex	History & Geography	JFSRP	\$6,000.00
Walker, Kyle	History & Geography	JFSRP	\$6,000.00
Edwards, Michelle	Sociology & Anthropology	RCAF	\$2,250.00
Elwell, Sage	Religion	RCAF	\$1,910.00
Flowers, Elizabeth	Religion	RCAF	\$3,000.00
Gaul, Theresa	English	RCAF	\$3,412.00
Hidalgo, Alex	History & Geography	RCAF	\$4,000.00
Hughes, Linda	English	RCAF	\$3,937.00
Sandell, David	Sociology & Anthropology	RCAF	\$3,641.00
Sharpless, Rebecca	History & Geography	RCAF	\$2,425.00
Vanderlinden, Lisa	Sociology & Anthropology	RCAF	\$4,000.00
Walker, Kyle	History & Geography	RCAF	\$3,750.00
Craig, Layne	English	IDG	\$500.00
Dorraj, Manochehr	Political Science	IDG	\$3,600.00
Lovett, John	Economics	IDG	\$2,503.00
Nikaj, Silda	Economics	IDG	\$2,294.00
Walker, Kyle	History & Geography	IDG	\$1,886.00
Wright, Robin	Modern Language Studies	IDG	\$3,600.00
Hughes, Linda	English	TCU-IS	\$20,755.00

- Table 9 summarizes the professional activity and publishing of AddRan faculty in 2014. During the year faculty in all departments were engaged in high quality publishing including 16 books, 83 reference articles, 23 chapters, and making 246 presentations at international, national, and regional conferences and symposiums. These numbers were approximately the same as in 2013 and suggest a consistent level of scholarly activity and publishing across AddRan College. Moreover, this level of scholarship and professional activity is in keeping with the TCU Teacher Scholar model.
- In reviewing these aggregate statistics on research and creative activity it is clear that AddRan College and TCU is providing resources to enable high quality scholarships among a wide number of faculty. Ensuring that faculty can pursue their scholarly pursuit is an overarching goal that is being met.
- Another way to assess research and creative activity is through the Professional Development Review process. This process 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 areas of deficiency. Table 10 presents the results of the 2014 PDR's conducted in AddRan College and reports that of the 14 assessments all were satisfactory and no remedial plans were required.

**Table 9**  
**Research and Creative Activity Summary Matrix**  
**2014**

Department	Faculty (T&T/Instr <sup>1</sup> )	Books	Refereed Articles	Chapters	Other Publications <sup>2</sup>	Present- ations <sup>3</sup>	Grants	
							I <sup>4</sup>	E <sup>5</sup>
Criminal Justice	8	1	6	-	15	14	1	4
Economics	11 (9/2)	1	13	4	2	28	7	11
English	27 (21/6)	6	20	-	49	56	17	13
History/Geography	21 (19/2)	2	10	6	28	29	5	4
MOLA	7 (5/2)	-	1	-	3	10	1	1
Philosophy	6	-	8	-	1	8	2	-
Pol. Science	15 (14/1)	4	11	6	12	29	4	4
Religion	15 (14/1)	1	3	4	10	29	4	3
Sociology/Anthropology	13 (10/3)	1	9	3	3	28	6	1
Spanish	14 (8/6)	-	2	-	-	15	1	1
<b>Total</b>	<b>137 (114/23)</b>	<b>16</b>	<b>83</b>	<b>23</b>	<b>123</b>	<b>246</b>	<b>48</b>	<b>42</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

<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

**Table 10**  
**Professional Development Reviews (PDRs)**  
**2014**

<b>Faculty Member</b>	<b>Department</b>	<b>Assessment</b>
Kinkade, Patrick	Criminal Justice	Satisfactory
Butler, Doug	Economics	Satisfactory
Butler, Michael	Economics	Satisfactory
Leverenz, Carrie	English	Satisfactory
Murray, Joddy	English	Satisfactory
Campbell, Jodi	History & Geography	Satisfactory
Cantrell, Gregg	History & Geography	Satisfactory
Ramirez, Susan	History & Geography	Satisfactory
Schiffer, Adam	Political Science	Satisfactory
Leatham, Miguel	Sociology & Anthropology	Satisfactory
Thompson, Angela	Sociology & Anthropology	Satisfactory
Whitworth, Keith	Sociology & Anthropology	Satisfactory
Boxwell, Regan	Spanish	Satisfactory
Frederick, Bonnie	Spanish	Satisfactory

- Based upon the statistics reported in the research summary table we believe that the following research goals are being met.\*
  1. 4% 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 other scholarly publication.
  3. 80% of faculty will present their research and creative activity at a scholarly conference.  
 \*The department goals are presented in Appendix A.
- Table 11 summarizes some of the AddRan College expenses in support of undergraduate and graduate research. Most notable was support the REP Conference in October 2014, the AddRan Undergraduate Research Festival, and graduate travel and research in the Department of Geography and History.

**Table 11**  
**AddRan College of Liberal Arts**  
**Miscellaneous Support for Student Research and Creative Activity**  
**2014**

<u>ACTIVITY</u>	<u>FACULTY SPONSOR</u>	<u>AWARDS</u>
<b>Undergraduate</b>		
Alexander Lecture	Schoolmaster, Andy	\$ 10,400
REP Conference	Schoolmaster, Andy	\$ 13,551
Civil Rights Bus Tour	Krochmal, Max	\$ 2,000
AAG Annual Meeting	Roet, Jeff	\$ 620
AddRan Festival Posters	Schoolmaster, Andy	\$ 55
AddRan Festival Catering	Whitworth, Keith	\$ 234
AddRan Festival Awards	Whitworth, Keith	\$ 2,700
GEOG Student Posters	Schoolmaster, Andy	<u>\$ 30</u>
		<b>\$ 29,590 Total</b>
<b>Graduate</b>		
Conference Travel - Hessel	Kerstetter, Todd	\$ 969
Research Travel - Engel	Kerstetter, Todd	\$ 510
Conference Travel - Vogel	Kerstetter, Todd	<u>\$ 490</u>
		<b>\$ 1,969 Total</b>
		 <b>\$ 31,559 Grand Total</b>

**Table 12**  
**AddRan College of Liberal Arts**  
**Festival of Undergraduate Scholarship and Creativity**

	<b>2013</b>	<b>2014</b>
Paper Presentations	58	60
Presenters	72	66
Poster Presentations	18	9
Total Participants	114	88

- Undergraduate research participation as expressed through the Research and Creative Activity Festival declined between 2013 and 2014 (Table 12). Our goal is to have 30% of our 345 seniors participate in the festival. For 2015 our goal will be to reach this level of activity and work more closely with department chairs and faculty. Other examples of undergraduate research activity are reported in the departmental annual reports. It should be noted that improving the undergraduate research experience will be a focus during the 2015-2016 academic year. It is also important to note that many undergraduates are taking advantage of such programs as Model UN, departmental honors research, and poster paper presentations.

## 5. Progress on 2014 Goals for AddRan College

- Increase number of students majoring in AddRan College to 1400 exclusive of pre-majors. **Not Achieved**
- Increase annual semester credit hours generated by AddRan College to 70,000. **Achieved**
- AddRan College held a successful Alexander Lecture featuring Manuel Lima and hosted a very successful Race, Ethnicity and Place Conference in October of 2014. **Achieved**
- Expand the mid-career research program and discretionary spending support for endowed professors and chairs. **Achieved**
- Sustain high level of research and creative activity by faculty including proposals for external support from agencies and foundations. **Achieved**
- Increase number of gifts to 1000 and total giving to AddRan College to \$1.5 million. **Not Achieved**
- Bring new members onto the Board of Visitors. **Achieved**

## 6. Goals for AddRan College 2015

- 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 number of students majoring in AddRan College to 1350 exclusive of pre-majors.
- Dean Schoolmaster will develop a water-themed course for Academy of Tomorrow initiative.
- Increase semester credit hours generated by AddRan College to 72,000.
- Conduct the third AddRan College Back-to-Class event.
- Explore the development of an interdisciplinary major to complement the existing BS in General Studies degree.

## 7. Challenges for AddRan College

- The increased size of the first-year class, supporting the Honor's College and a large number of transfer students has placed particular pressure on AddRan College departments, especially those providing courses in the TCU Core Curriculum. This has resulted in the need to hire additional adjunct faculty. During 2014, AddRan College covered 200 sections of courses with adjunct faculty (Table 13). This number, which has increased from 124 in 2008, also demonstrates the positive correlation between increasing size of the first-year class and the utilization of adjuncts to cover course sections. This situation is exacerbated by Human Resources interpretations of having to provide benefits to those adjuncts teaching more than 3 sections, thus resulting in the need to utilize more adjuncts to cover our courses.

- The cost of recruiting new faculty, including travel costs, start-up funds, moving expenses, and house-hunting visits has increased greatly since 2010, putting pressure on departmental and college maintenance and operation budgets.

**Table 13**

<b>AddRan College of Liberal Arts</b>						
<b>Adjunct Utilization</b>						
<b>Discipline</b>	<b>2014</b>	<b>2013</b>	<b>2012</b>	<b>2011</b>	<b>2010</b>	<b>Total</b>
Anthropology	5	7	7	8	7	37
Chinese	5	7	8	5	4	28
Criminal Justice	39	31	30	24	19	118
Economics	25	16	7	10	5	43
English	24	20	22	25	22	113
French	4	5	4	3	3	18
Geography	9	7	7	10	7	34
German	0	2	2	1	0	7
History	42	52	40	21	37	174
Italian	3	1	0	4	0	8
Philosophy	1	0	0	0	0	0
Political Science	19	18	11	12	12	69
Religion	9	15	9	9	3	47
Sociology	11	9	12	10	9	49
Spanish	4	3	1	0	5	12
<b>Total</b>	<b>200</b>	<b>193</b>	<b>160</b>	<b>142</b>	<b>133</b>	<b>757</b>

- Travel funds for faculty and students to attend conferences and professional development programs have not kept pace with the increased costs of hotels, registration fees, and airfare. While additional travel funds were made available for FY16, continued increases will be necessary.
- No new staff positions, especially for a webpage designer, have resulted in long waits for upgrades to college and departmental websites. Given the importance of the pages in recruiting undergraduate and graduate students, the need for a college web designer remains crucial. A shared position with the College of Education will be available in FY16, but we are unsure if the position will adequately meet our needs.
- 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 committed if we are to reach the goal of 1,500 graduate students at TCU.
- Teaching loads for faculty actively involved in the PhD programs are greater than at other peer and aspirant institutions. If TCU is going to emphasize graduate education, teaching loads will have to be adjusted, and additional tenure-track faculty will need to be hired.
- The single largest 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.