

Committee on Academic Priorities

Kate Thomas, *Literatures in English*, 2021-22 – 2024-25, Chair 2023-24

Astrid Lindenlauf, *Classical and Near Eastern Archaeology*, 2022-23 – 2025-26

Michael Noel, *Physics*, 2022-23 – 2025-26

Adrienne Prettyman, *Philosophy*, 2023-24 – 2026-27 (On Leave Semester II)

Maja Šešelj, *Anthropology*, 2021-22 – 2024-25

Cindy Sousa, *Social Work and Social Research*, 2023-24 – 2026-27 (On Leave Semester II)

Arlo Weil, *Geology*, 2023-2024, (Substitute, Semester II)

BRYN MAWR

April 16, 2024

Annual Report to the Faculty 2023-2024

The Committee on Academic Priorities (CAP) membership for 2023-2024 consisted of Astrid Lindenlauf (Classical and Near Eastern Archaeology), Michael Noel (Physics), Adrienne Prettyman (Philosophy; on leave Spring 2024), Maja Šešelj (Anthropology), Cindy Sousa (Graduate School of Social Work and Social Research; on leave Spring 2024), and Kate Thomas (Literatures in English, Chair). Arlo Weil (Geology) served as a substitute during the Spring 2024 semester. The Provost, Tim Harte, attended CAP meetings by invitation. CAP is grateful for the administrative and clerical support provided by the Provost's Office, especially Tina Bockius, for setting up meetings with departments, curating our Moodle website, and keeping us on track.

CAP met once a week during the Fall semester and twice a week in the Spring, with additional meetings in the Fall to accommodate work on the two new tenure track lines. We also held meetings with Haverford's Strategic Curriculum and Personnel Committee (SCPC). The Provost and the Chair met weekly to prepare CAP agendas. As Chair of CAP, Kate Thomas served on the Advisory Council of the Faculty, was our representative to the Board of Trustees, and represented CAP on the outside review for the Chemistry department. Maja Šešelj continued to serve as CAP's representative to the College Budget Committee and was CAP's representative on the Institutional Assessment Committee, and Astrid Lindenlauf served as CAP's representative to the Strategic Advisory Group.

Although most of CAP's work entailed meeting with departments and programs and making recommendations about their position requests, CAP also engaged other issues during the 2023-2024 academic year. Below, as a preamble to our recommendations, we reflect on CAP's charge and report on some of the issues we addressed.

Reflections on CAP's Mission and Role

CAP's mission remains the recommendation of institutional priorities, in the context of balancing College resources. Our first question must therefore always be: what is the current size of the College? The Institutional Research (IR) team provided us with the following answers. In the

graduating class of 2022/2023, there were 36 majors and 325 students: 266 completed 1 major, 58 completed 2 majors, and 1 completed 3 majors, for a total of 385 majors in all. Of those, 16 were completed by Bryn Mawr students at Haverford. In addition, 42 Haverford students graduated with a Bryn Mawr major. The asymmetry in students not majoring at their home campus is worth noting and should be reviewed in future. There was an average of approximately 11 graduating students per major, distributed unevenly. As of Fall 2023, the College is offering 32 majors (including the Independent Major) that are exclusive to Bryn Mawr, and an additional 5 Bi- or Tri-Co majors. The College currently has 317 graduate students: 68 from Graduate School of Arts and Sciences a total of 182 from Graduate School of Social Work and Social Research (GSSWSR), and 67 in the Postbac program.

Incoming student enrollment increased from 351 students in 2015 to a peak of 422 in 2021. Our two most recent classes enrolled 396 (in 2022) and 361 (in 2023). The recruitment and enrollment environment in higher education has been extremely volatile; given such unpredictability, we are certainly encouraged that so many prospectives and applicants choose Bryn Mawr. Our popularity comes with challenges, though: heavier workloads for faculty, increased class sizes, limited availability for students and – in some cases – roadblocks to majors of their choice.

For the last several years, CAP worked in accordance with the College's commitment to remain at a "steady state" with respect to the number of continuing faculty. This was largely informed by the faculty-student ratio, which currently sits at 8:1, and which has oscillated between 8/9:1 in the last few years. This ratio is based on student FTE and faculty FTE, including faculty on leave (unless on unpaid leave) and interim faculty who are curricular additions (though not those who are replacements for faculty on leave), but does not include the faculty of the GSSWSR. This metric contributes approximately 4% to the College's ranking in the *US News and World Report*, though the weight of that factor has increased over time. Because most of our peer institutions fall in the same ratio range, changes in either direction would have a measurable effect on our rankings, though likely not a dramatic one. At the present time, we have 182 continuing faculty at the College, including 10 faculty and the Dean in the GSSWSR, and 11 athletics faculty. Excluding course sections in Dance (which cross lists many courses with Physical Education), the Writing Center, the Quantitative Center, and the GSSWSR, 280 out of 903 courses, or 31% of course sections, were taught by interim faculty in AY 2023-24. (Note: also excluded from the count of courses were sections in the B403, B701, and B800 designations.)

In contrast with recent years' commitment to maintaining the "steady state," our work this year was shaped around the addition of two lines expressly designed to reduce the most severe enrollment pressures. These pressures were described in some detail in CAP's report of AY 2022-23. CAP has been keenly aware that students were, in some instances, being lotteried out of the classes they needed to enter or complete a major. We were also aware that in some fields, class sizes were climbing beyond what is expected in an elite liberal arts institution. CAP was tasked with receiving applications for these two lines and evaluating them on an accelerated timeline, in a different form and separately from other applications. This process required deft footwork from petitioning departments, and we are grateful for their efforts.

For these two new lines, we requested letters of intent by May 26th, full proposals by September 22nd, and then, after meeting with each department, we submitted our recommendations to the President on October 13, 2023. Notifying the departments of our recommendations before Fall break meant that departments who were not awarded one of the two new lines could elect to re-submit an application,

with modifications as needed, for consideration during CAP's regular cycle. Some departments chose to do so. In addition to our usual criteria, guided by the narrative of departments and by institutional data (with departmental contextualization), we assessed: where were the enrollment pressure points; were the high enrollments in this field likely to stay high; and how likely was it that this line would have the desired impact in this department/program. We also inquired whether it was possible for the petitioning department/program to find a strong pool of candidates this late in the year.

Working on this timeline was a new experience for CAP, and it focused our attention on the question of CAP's proposal review timeline more generally. An emerging challenge to helping departments and programs make successful hires is that job market schedules across fields have ceased to be uniform and predictable. Some institutions are using earlier and earlier application deadlines to secure the candidates of their choice, removing them from the general pool. For us, this can lead to candidates withdrawing from searches – sometimes after costly campus visits have been set up – and even the failure of the search itself. It is yet unclear whether CAP should attempt to mitigate this problem by altering our own schedule, but we will continue to monitor the situation and consider best practices.

Another timing issue that CAP encountered was several requests for an expedited review of proposals. It is possible that because the two additional tenure track lines were off cycle, it created the general impression that CAP can routinely field requests for expedited processes. We fully understand our role as one in which we must be responsive and helpful to the faculty, but expediting our protocols can be detrimental to the integrity of the process. We are, however, dedicated to pursuing creative solutions to problems and seizing opportunities when they arise. For example, some of these expediting requests came in response to departments having to wait until January to learn whether colleagues who have taken a leave of absence would be returning to the College. In consultation with the Provost, CAP recommends that future agreements like this be made with the decision date of October 1st, so that if a department loses a faculty member, they could submit a proposal to CAP shortly after. CAP would also like to emphasize that departments are at liberty to submit a letter of intent and even a proposal as they await a colleague's decision regarding their return from leave or upcoming retirement.

This year CAP was asked to consider several proposals for Continuing Non-Tenure Track (CNTT) positions that would, in effect, be conversions of interim staffing to continuing faculty positions. We would like to take this opportunity to reflect on the practices and guidelines CAP has put together over the past two decades. In its 2006-07 annual report, after extensive consultation with the faculty, CAP presented guidelines for CNTT positions at the College, which can be found in the Faculty Handbook section 4.4.1. The primary responsibility of CNTT faculty is teaching, with no formal research expectations, but with an expectation of service to the College. The primary rationale for such positions was to rearrange the teaching loads of faculty in departments which were experiencing the highest pressures at the introductory levels of their curriculum. Elsewhere in that report, CAP clarified that “these positions should not be used to relieve tenure track faculty from teaching courses at the 100-level” and that “CNTT faculty are not intended to serve as an ongoing source of substantial staffing for upper-level instruction.” Both of those clarifications were in response to position requests from departments where the 100-level is the most elementary level of instruction. We also note that the 2006-07 CAP report did not state that CNTT faculty are prohibited from occasionally teaching 300-level courses.

With respect to converting interim staffing to continuing faculty lines, whether CNTT or tenure track (TT), CAP has, over the years, recognized multiple benefits of doing so despite such changes not being cost neutral. In the 2007-08 report, CAP took the position that such conversions do not increase the overall size of the faculty, and are “cost saving and quality enhancers,” particularly with an eye towards reducing the need for leave replacements. “Having more tenure track faculty is consistent with the College’s teacher/scholar model of staffing, it increases the stability of the curriculum and the overall quality of faculty engagement with students, it saves existing faculty the time and the energy of having to hire and manage interim faculty, and it increases the number of faculty providing services to the students (such as thesis supervision and major advising).” Indeed, these advantages were highlighted by all departments requesting a conversion this year. The 2007-08 CAP report added, “In CAP conversations with the CFO it was established that such conversions increase the total costs per faculty member to the College, over the long term. The CFO advised CAP to consider one TT position the equivalent of 1.2 interim positions. To remain *cost neutral*, in this context, departments would need to provide for a 1.2 FTE reduction in interim needs in return for one TT replacement. To remain *staffing neutral* a department would need to accommodate both the reduction of a 6-course load to a 5-course load and the corresponding increase in leaves —without the addition of replacements to cover those course losses” (emphasis in the original). They further note that “CAP will require proposals to consider what it would mean to reduce long-term staffing resources by 1.2 FTE to achieve an “even swap” scenario.” The above guidelines were created over 15 years ago, and thus, CAP has been working with the Provost’s Office to better understand the full range of implications, from curricular to budgetary, of such conversions at the present time. While it is still the case that a long-term commitment to continuing faculty lines (TT or CNTT) represents a substantial investment by the College, and may be seen as limiting flexibility, CAP is encouraged by the Board’s desire for the College to rely less on interim faculty labor, and we will continue to explore this issue in the coming academic year.

CAP Processes

A primary objective for this year’s CAP has been to reduce the time required from departments and programs to prepare a position request. There are many factors in today’s higher education landscape that we cannot control. We can, however, tailor the demands of our own bureaucratic processes and streamline what we ask of departments in their interactions with CAP. We had for a while found that the preliminary “listening meetings” held in the Fall duplicated the formal meetings all petitioning departments/programs must have with CAP in the Spring. We were also keen to move away from a model in which only two CAP members were present for these meetings, feeling that it produced redundancy in our conversations. We therefore now offer to meet with any department or program that asks for a meeting in the Fall, but it is neither expected nor required. In her response to the CAP report of AY 2020-21, President Cassidy expressed support of changes in protocol that “streamline work while preserving transparency”; we are increasingly motivated by that goal, and we will continue to work to ensure that our protocols are more focused than they are onerous.

The most dramatic of our changes this year has been the inauguration of a questionnaire to streamline the application process and make applications more consistent across departments. This replaces the open-ended, narrative-style proposals we used to request. CAP felt that although we distributed guidelines and expectations, the genre was too unstructured and often resulted in petitioning departments and programs producing very long, and perhaps anxious, documents. We therefore piloted a questionnaire that we hoped provided more clarity and a shared structure, but

also left plenty of room for a narrative component. We wanted to allow for some overlap with the old system and provide space for any additional contexts that departments and programs wanted to convey. We will seek feedback on this pilot questionnaire later this semester as we seek to refine our protocols for future years. Our goal is to make the application process as straightforward and time efficient as possible for the petitioning departments, by making the application documents intuitive and easy to use. There is no change to the Letters of Intent format, but we do want to remind faculty that these are public documents, shared with the community on the CAP website.

Starting with the proposals for the two new tenure-track positions during the Fall semester, CAP has had several exchanges with IR with regards to departmental/enrollment data requests. It was clear from the feedback CAP received from departments during the Fall, that the requested data had accuracy issues in terms of the way courses taught were counted, how over-enrolled courses were counted, and the faculty count in a department. Similar issues arose again during the Spring semester proposal reviews of new positions. As a temporary work around, CAP gave every department space in the proposal application to contextualize the available IR data and to make any necessary corrections. CAP recognizes the importance of these data to individual departments and programs and to the institution. Therefore, in collaboration with the Provost's office and IR, CAP is working to streamline data collection, and develop better ways to produce and vet our data in the future. Once the data is verified and deemed accurate, it is CAP's intention to make basic enrollment, course offerings, and major/minor data available for all majors and programs.

Prior to this year, CAP's guidelines for the writing of position proposals asked departments and programs to foreground their participation in programs, concentrations and other pedagogical activities outside or adjacent to their own major offerings. Examples include ESem, Tri-Co in the City, the 360 Program, Childhood and Family Studies, Mellon Mays Undergraduate Fellowship, etc. We felt these guidelines might have implied that CAP privileges and values this kind of extension outward from the department and penalizes departments that aren't able or don't choose to participate in that way. We also recognize the need to not separate the work of "departments" from the work of the "College." We are one large, interdependent system. Departments may be highly involved in collaborative programming or may be more focused on departmental priorities; these differences of orientation may be due to the nature of the field, or to the historical or developmental moment a department finds itself in and may therefore be mutable. It is incumbent upon CAP to regard departments' participation in non-core programming as neither virtue nor dissipation. It is our job to help manage resources in such a way that allows faculty to do their best work. We want and need to know if a department extends beyond itself to participate in wider pedagogical initiatives and to understand why and how that extension benefits both the programs and the department. But we also understand that not all departments, and not all faculty, are able – either structurally or individually – to do that work.

Reflections on the Bi-College Relationship

CAP has endeavored to continue strengthening the relationship with Haverford College's Strategic Personnel and Curriculum Committee (SCPC) by meeting with this committee twice during 2023-24. The first joint meeting was in the Fall, when our discussion paid particular attention to the petition concerning a Bi-Co department/program. The second was in April, by which time SCPC had made its recommendations to the President and CAP was nearing the end of our own deliberations. SCPC received 14 Letters of Intent, after which they invited 9 departments/programs to move ahead with full applications; 7 did so. SCPC then recommended 4 programs make hires

next year: Political Science; Peace, Justice, and Human Rights; Visual Studies; and Linguistics. They also shared that in the coming years Haverford will expand its faculty by two tenure-line positions, each housed within extant departments/programs but bringing a new focus on entrepreneurship and praxis into the curriculum.

Faculty Positions at the College

This year, as in the past, CAP's chief business was to review each position request in the context of several factors, including the request's relation to the College's mission, academic priorities, and strategic directions: its contributions to departmental and disciplinary directions; its impact on overall faculty resources at Bryn Mawr and in the Bi-College; the flexibility of position requests and adaptive curricular designs (especially as they relate to our capacity to accommodate sabbatical leaves without additional staffing); the history of previous requests; and the College's commitment to maintaining and increasing faculty diversity. All position requests were evaluated according to these parameters. Members of CAP from requesting departments were recused from all CAP discussions of the proposal, but they did attend the Spring listening meeting along with their departmental colleagues. Below, we describe each position request, address its implications for the long-term academic priorities of the College, and lay out our recommendations to the President concerning its implementation.

Predoctoral and Postdoctoral Fellowships

- **Bucher-Jackson Postdoctoral Fellowship**

A call for proposals for AY 2023-24 was not conducted, as the current postdoctoral fellow started their first year with the Department of Physics.

- **Consortium for Faculty Diversity (CFD) Fellowship**

The Provost sent out a request for proposals for departments and/or programs to host a CFD fellow. The Provost received proposals from the following departments/programs: Growth and Structure of Cities and Africana Studies, Anthropology, Political Science, and Dance. The Provost, in consultation with CAP, selected the joint proposal from the Department of Growth and Structure of Cities and the Africana Studies Program. The search occurred in spring of 2024 and resulted in a successful hire with the Fellow starting in AY 2024-25.

- **The Mellon Postdoctoral Fellowship**

A call for proposals for AY 2023-24 was not conducted as the current postdoctoral fellow continued in their second year with the Program of Africana Studies.

Calls for predoctoral and postdoctoral fellows, if available, will be announced in Fall 2024.

Two Additional Tenure-Track Positions

CAP received six applications for the two new faculty lines intended to alleviate high enrollment pressures from the following departments: **Biology** (for a researcher focusing on STEM equity), **Chemistry** (for a CNTT colleague who could teach organic and general chemistry), **Growth and Structure of Cities** (for a scholar focusing on North American urbanism and environmental challenges), **Mathematics** (field open, with a possible specialization in applied math), **Psychology** (for a computational neuropsychologist), and **Sociology** (field open). We are appreciative of our colleagues who have worked with IR to address the challenges inherent in the data collection and

reporting process, and who provided CAP directly with additional data and contextual information to depict the challenges that each department faces more accurately and fully.

CAP recommended that the requests from the Departments of Mathematics and Psychology be approved at the Assistant Professor level for the following reasons:

The Department of Mathematics serves many majors and non-majors. CAP appreciates the work the department has done to attract students to the major, particularly since most of those majors are women who are under-represented in this field. Many lower-level math courses serve the wider campus community as prerequisites for a wide range of science courses, or for graduate/professional programs that require a certain level of math competency. Additionally, the Mathematics Department is a rarity among our peer institutions in also having a graduate program. We were persuaded by the department's reasoning regarding the breadth of the applicant pool, and that the inclusion of applied math as a possible field of specialization could meet some of the need for more applied math offerings.

The Department of Psychology has long been under heavy enrollment pressure compounded by the additions, at the College level, of a minor in Data Science and a major in Neuroscience (supported by Psychology and Biology). Neuroscience, in particular, has grown beyond expectations, while enrollment pressures and the number of majors in Psychology also continues to grow. The pressures on Psychology have been so high that their majors are often lotteried out of courses and have to take courses at other institutions (e.g., during the summer) and transfer credits to be able to meet the major requirements. The proposed line for a computational neuropsychologist would complement the neuroscience offerings in Biology and would help shore up offerings and research opportunities in both Psychology and Neuroscience.

CAP's Responses to Faculty Position Requests

In semester I, CAP received letters of intent from 8 different departments, for a total of 9 faculty lines. In late semester I, CAP fielded full proposals from 9 departments for 10 lines: Chemistry (2 lines); Greek, Latin, and Classical Studies; History and Gender and Sexuality Studies; History of Art; Literatures in English; Physics; Sociology; and Transnational Italian Studies. After a failed CNTT search in AY 2023-24, Computer Science submitted a request in the Spring semester to convert that CNTT position to a TT position. All departments were directed by the "request for position" template to consult with faculty in allied fields at Bryn Mawr and at Haverford.

Department of Chemistry, Tenure-Track Request

The Department of Chemistry requested approval for a TT faculty member in the area of inorganic chemistry. Their request was prompted by the retirement of a long-standing colleague in this field. The application emphasized the essential nature of this field to the chemistry major and for ACS-accreditation as well as the substantial enrollment pressure experienced by the department.

CAP recommends that the request from the Department of Chemistry for a tenure track position be approved at the Assistant Professor level for the following reasons:

The Chemistry department serves a large number of students including chemistry majors, biochemistry majors, Postbacs, undergraduate students interested in health professions from other

majors, and graduate students. In addition, inorganic chemistry is a central piece of the curriculum for the Chemistry major. CAP therefore agrees that it is essential to maintain tenure line staffing in this area.

Department of Chemistry, Continuing Non-Tenure Track Request

The Chemistry Department requested approval for a CNTT position who can teach lecture and lab sections of organic chemistry and general chemistry. CAP acknowledges that there are more than 200 students who participate in organic chemistry labs each year. In our meeting, the department emphasized the importance and complexity of organic chemistry labs, informing us of the various additional responsibilities this CNTT position would have (e.g., prelab lectures, assessment of student work, office hours, lab safety, and lab development). In addition, the department emphasized this position would obviate the need to hire interim faculty to cover lab sections. This is particularly important due to the difficulty of setting up and running these labs, as safety is paramount, and the efforts needed repeatedly to train interim faculty has been a burden on the current faculty. Furthermore, an additional CNTT faculty member could allow current TT faculty to diversify their offerings from the introductory service level teaching responsibilities to additional upper-level courses as well as facilitate participation in the ESEM and 360 programs. The department emphasized that the population of pre-health students and Postbac students demand a significant amount of time both in and outside of the classroom.

CAP recommends that the request from the Department of Chemistry for a continuing non-tenure track position not be approved at the level of Lecturer for the following reasons:

CAP notes that this position request marks an increase in the historical continuing staffing of the Chemistry Department, though it has routinely had to rely on more than 1 FTE of interim faculty to cover their curriculum. CAP agrees that the requested CNTT position is necessary to support the large population of organic chemistry students. We feel, however, that because the department has an ongoing external review, CAP's recommendation should be delayed until the department has feedback from those external reviewers. They may well confirm the need for this conversion of interim staffing to a CNTT, but we should allow for possible other solutions, particularly with respect to the need for research mentorship at the graduate and undergraduate level. CAP acknowledges the high student demand for organic chemistry labs, which are specialized and complex. In conversations with CAP, Provost Harte reiterated the College's commitment to providing stable, multi-year contracts to ease this pressure.

Department of Computer Science, Conversion of a Continuing Non-Tenure Track to Tenure-Track Request:

In February 2024, Computer Science approached CAP to let them know that their search for a CNTT (which had been approved in the prior year) had failed. They requested the conversion of this line to a tenure-track Assistant Professor position, to be filled using the opportunity hire process. This TT line would be in place of, rather than in addition to, the CNTT line originally proposed. They had a candidate in mind and for whom they could search immediately.

CAP recommended that the request from the Department of Computer Science for an opportunity hire tenure-track position be approved at the Assistant Professor level for the following reasons:

CAP grasped that this is a field in which it is notoriously difficult to make hires and that the department found itself in the rare position to recruit an opportunity candidate who has an interest in a permanent position at the College. We further appreciated that acting swiftly would allow Bryn Mawr to get ahead of the traditional hiring season for the field. We saw the merit of the conversion to TT, determined that it was possible to adhere to our protocols for an opportunity hire, and were supportive of the creativity of this mid-stream solution. If this opportunity hire process were to fail, Computer Science would need to submit a new proposal in Fall 2024. CAP presented this conversion to the President, which she approved in March 2024.

Department of Greek, Latin, and Classical Studies, Tenure-Track Request

The request for a Latinist who specializes in poetry was prompted by the departure of a full-time TT colleague who left the college in January 2024 after an extended leave. During that leave, classes in classical Latin poetry have been taught by interim staff. The department pointed out that this core area in their field is fundamental to undergraduate and graduate studies and popular with non-majors. They further proposed seeking a scholar who works in classical reception studies, since this specialization is helping diversify the field.

CAP recommends that the request from the Department of Greek, Latin, and Classical Studies for a tenure-track position at the Assistant Professor level be approved for the following reasons:

CAP concurs that a specialist in Latin poetry is essential to delivery of the Greek, Latin and Classical Studies majors, is of strong interest to undergraduates across the college and in the Bi-Co, and that without this position there would be a disciplinary gap in the curriculum. We appreciate the commitment that this new hire would teach classes at all levels and that the department aims to make a hire that will support Middle Eastern, Central Asian, and North African Studies (MECANA), Africana Studies and/or International Studies. CAP recognizes that the field of Classics has recently been reckoning with its relationship to diversity, and that the College should lend strong support to the Bryn Mawr department's efforts to provide for minoritized students and scholars. To this end, we affirm the department highlighting reception studies in their job advertisement.

Department of History and the Program in Gender and Sexuality Studies, Tenure-Track Request

In AY 2022-23, CAP considered a request from the Department of History for a TT position in Medieval History. This request was denied in part to give the department time to reflect on their recent external review, particularly in the context of the soon-to-be vacated Americanist position. After reflection at a summer retreat, the Department submitted a proposal for a shared position between History and the Gender and Sexuality program, with the hope of filling this position immediately in a target of opportunity hire.

CAP recommended that the request from the Department of History and the Program in Gender and Sexuality Studies for a tenure-track position be approved at the Associate Professor level for the following reasons:

CAP was in enthusiastic support of the reflective process and creativity through which the History department arrived at the proposed position. We agreed that it fills an important curricular need in both US History and Gender and Sexuality studies. This position was recommended by CAP and approved by the President earlier this year and has now been filled using the new opportunity hire process. This new process was jointly developed by CA, CAP, and the Provost's Office and was announced at the February 28th faculty meeting.

Department of History of Art, Conversion of Interim to Continuing Non-Tenure Track Request

The request was for a continuing, non-tenure-track position dedicated solely to undergraduate teaching and service, in the field of Modern and Contemporary Art, Film and Media Studies, Museum Studies, Visual Culture, and Latinx Art.

CAP recommends that the request from the Department of History of Art for a conversion for a continuing non-tenure track line not be approved at this time for the following reasons:

CAP very much appreciated the breadth of coverage in this position request. We recognize the popularity of courses in these areas and their importance to both the field and the College's goals of increasing the study of BIPOC, non-western and global visual cultures. We would also like to salute the excellence of the current interim's teaching in these areas and service to the College. CAP feels, however, that the way this line and its duties are conceived is not congruent with how the College defines the scope and character of CNTT positions. The College expects, for example, that CNTT responsibilities include entry level courses with "a lot of skill building and/or drill work [. . .] the coordination of placement exams, the supervision of teaching assistants." The proposed position does not fit the College's definition of the CNTT track.

Department of Literatures in English, Tenure-Track Request

The Department of Literatures in English re-submitted a proposal for a tenure-track line for a scholar of Asian American and/or Pacific Islander (AAPI) literatures, with a potential expertise in postcolonial studies. The proposed line would support the department's global focus on Anglophone diasporic literatures, as well as the Tri-Co minor in Asian American Studies. The methodological expertise in postcolonial studies, should it materialize, would also in part address a reduction of this coverage in the Tri-Co due to a recent retirement and a departure of faculty at Haverford and Swarthmore, respectively. Additionally, the proposed line would close the 3 FTE deficit that had resulted from a departure, a retirement, and a passing of continuing faculty in the department over the past few years. During this time, the department has had to rely heavily on interim faculty to maintain their course offerings, including their commitment to the ESem program.

CAP recommends that the request from the Department of Literatures in English for a tenure-track position in Asian American and/or Pacific Islander literatures at the Assistant Professor level be approved for the following reasons:

CAP is sensitive to the fact that, in contrast to the national trend, the Department of Literatures in English has experienced very robust enrollments and has a high number of majors, even though it is recovering from the loss of three faculty. We also note that the proposed area(s) of specialization would augment the existing coverage of the literatures of diasporic communities in North America not just at the College, but across the Tri-Co, and that the department has committed to seeking scholars with research foci and approaches that complement, rather than duplicate, those of current faculty and the new hire in African American and/or African diasporic literature.

CAP recommends the department work with the Committee on Appointments to identify faculty with research expertise in the communities and cultures of Asia and Asian diaspora in various departments who may have a scholarly and/or curricular interest in this hire (including, but not limited to, Anthropology, East Asian Languages and Cultures, History, and Psychology), and seek their input during the search process.

CAP also recognizes that a department that is expected to contribute between 6-8 ESem courses per year needs to be adequately staffed so that continuing faculty can contribute to this important College initiative. As the number of FTEs has changed since the original agreement with Provost Osirim and in light of ongoing conversations regarding the structure of the ESem program, CAP encourages the Provost and the department to commit to 5-6 ESems a year be taught by continuing faculty.

Department of Physics, Tenure Track Request

The Physics Department request was prompted by the recent departure of a TT colleague who left the College this past Fall. To maintain the optimal staffing level the department has had over the past many years – six tenure track faculty and 1 CNTT position – the department is requesting to hire a tenure-track assistant professor in an open subfield of Physics. Due to the ability of Physics faculty to teach across the undergraduate curriculum at all levels, an open search is designed to provide the most diverse applicant pool. CAP further acknowledges that the Physics department contributes significantly to the teaching service load of the college, with high enrollments across their introductory courses for both the undergraduate population, students in the allied sciences, and Postbac students. The Physics Department has a steady cohort of undergraduate Physics majors, which is laudable considering the underrepresentation of women in physics nationally. CAP also acknowledges the efficiency in which the department undertakes its graduate program in terms of its allocated teaching responsibilities. To reduce staffing demands for the graduate program, the department has an ongoing agreement with the University of Pennsylvania through which Bryn Mawr students can take graduate level classes in Physics.

CAP recommends that the request from the Department of Physics for a tenure-track position at the assistant professor level be approved for the following reasons:

CAP's willingness to support the TT position is based on the Department's need to address the following major stresses of their faculty: 1) teaching high enrollment service courses and lab sections to the undergraduate population 2) teaching the Postbac introductory sequence 3) staffing

the intermediate and upper-level courses needed for the Physics major and graduate program, and 4) providing diverse research opportunities for undergraduate and graduate students. This new hire will maintain the department's historic staffing level and allow the department to remain efficient and continue to provide collaborative teaching and diverse research opportunities. CAP supports the department's intent to open their search to all subfields of physics.

Department of Sociology, Tenure Track Request

The request for a TT position in Sociology specializing in gender studies was prompted by the departure of a colleague affiliated with various programs, including Gender and Sexuality Studies, Health Studies, and Africana Studies. Gender, together with race/ethnicity and social class, constitute core areas of a reputable department of Sociology and would be a stark absence at a women's college. The request was also prompted by the need to address enrollment pressures and the commitment to continue to contribute to College initiatives.

CAP recommends that the request from the Department of Sociology for a tenure-track position at the Assistant Professor level be approved for the following reasons:

CAP agrees with their colleagues in Sociology that a sociologist of gender is essential, both for the department and the College. Further enriching the course offerings in the Gender and Sexuality program, which received an additional 0.5 FTE this year, is especially welcome. A subfield in Health Studies or Medical Sociology would be desirable, as it would allow Sociology to continue to build connections across programs. In our conversation, the department expressed the wish to search at the Associate Professor level. Given the figures that Sociology shared with CAP about the robust pool of graduate students of color and the recent addition of tenured faculty to the Gender and Sexuality Program, CAP recommends a hire at the Assistant Professor level.

Department of Transnational Italian Studies, Continuing Non-Tenure Track Request

The Department requested the conversion of one of their two interim positions into a CNTT position the cost of which would be split between Bryn Mawr and Haverford, similar to the way the current interim arrangement is financed. The responsibilities of this additional permanent position would include language instruction and diversification of course offerings on both campuses, the directorship of the TA training workshop, the establishment of new study abroad and internship opportunities, and the continuation of the open education resource textbook initiative. A permanent position would make implementing curricular innovations and new pedagogies easier and provide additional opportunities for inter-departmental course offerings.

CAP recommends that the request from the Department of Transnational Italian Studies for a continuing non-tenure track position not be approved at this time for the following reasons:

Haverford College is presently unable to make this long-term financial commitment and has put off making a decision about this position until next academic year. This proposal, for a campus-spanning position, is therefore not tenable at this time. CAP, however, reviewed this proposal, and after meeting with the department we wondered if they might want to consider whether this position needs to be dependent on a contribution from Haverford. We see this moment as an opportunity for the department to reflect on their staffing model as outlined in the AY 2014-15 Annual CAP Report (past reports are available on the CAP website) and the changes inherent to

becoming the department of Transnational Italian Studies in AY 2021-22. CAP recommends that the department review their scheduling and coordination of courses between campuses and reduce the frequency of team teaching to maximize efficiency. A resubmitted proposal should explore how a roster of 2 TT plus 1 CNTT and no interim contracts might adequately staff their classes. In developing this plan, the department should consider the CNTT guidelines that require tenure line faculty to teach at all curriculum levels.