

Committee on Academic Priorities

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Annual Report to the Faculty 2016-2017

The Committee on Academic Priorities membership for 2016-17 consisted of David Karen (Sociology, CAP Chair), Janet Shapiro (Graduate School of Social Work and Social Research), Michael Rock (Economics), Jonas Goldsmith (Chemistry), Tim Harte (Russian), and Liz McCormack (Physics). The Provost attended most CAP meetings by invitation. CAP is grateful for the administrative and clerical support provided by the Provost's Office, and the committee especially thanks Linda Butler Livesay for setting up meetings with departments, curating our Moodle website, and keeping us on track.

CAP meets once a week during the fall semester and twice a week in the spring. This year, in addition to meeting with departments and programs to discuss their position requests, CAP communicated regularly with the Curriculum Committee (CC) to exchange information and elicit their feedback. As Chair of CAP, David Karen served on the Advisory Council of the Faculty and was our representative to the Board of Trustees; Michael Rock served the second of a two-year term with the Strategic Advisory Group. Jonas Goldsmith served as CAP's representative to the College Budget Committee.

Before we present our recommendations on position requests, there are a number of issues that we wish to raise that will require ongoing dialogue with our faculty colleagues. Immediately below, as a preamble to our recommendations, we offer some reflections about our experience in deliberating about these critical issues.

First, as you know, the College's current financial situation requires us to play our role with respect to balancing institutional priorities in an even more constrained way. We worked with the Provost and the President to allocate as many resources as possible to the academic needs of the College. Second, and only somewhat related to the first, CAP was particularly attentive to the issue of Bi-Co collaboration. Not only was this topic raised in discussions about specific position requests but, looking forward, we expect CAP and the two provosts to facilitate conversations that will broaden opportunities for inter-institutional cooperation. Third, we look

forward to talking further with our faculty colleagues about how to balance the demands of our departments to help our students fulfill the major and minor requirements while satisfying larger institutional needs regarding 360's, ESem's, various concentrations, and other extra-departmental programming (e.g. Tri-Co in the City). Finally, we wish to engage our colleagues on the question of how we can best deploy our resources (and acknowledge our contributions) in the context of one of the most rewarding and time-intensive teaching moments: the senior experience.

In line with the Strategic Direction document and at the request of the President, CAP facilitated a series of conversations with the faculty about the role of engineering in the liberal arts and at Bryn Mawr. The conversations took place over the course of a few weeks in November and at our January meeting where the full faculty weighed in on the issue. Though we continue to discuss various options with Curriculum Committee, we learned that there are many ways that we can build on engineering components already in our curriculum (ranging from architectural foci in Cities to the many connections in Computer Science, Physics, Chemistry, etc.). We also concluded that, in integrating engineering components into our curriculum and meeting student interest both in the general topic and in our 3+2, 4+2, and 4+1 programs, we should strive to provide recommended pathways to the specific kinds of engineering programs that are most consistent with a liberal arts experience. Below, in the context of our response to a Physics position request, we make specific recommendations for devoting resources to meet this need. In addition, CAP recommends that the Provost contribute 1-2 additional courses to this effort.

In last year's CAP report, the program in Environmental Studies (ES) was identified as being "understaffed and, from a curricular standpoint, lacking in stability, continuity, and focus." This year, there were two endowed assistant professorships available for ES and CAP needed to be convinced that the new faculty would be able to enter and contribute to a vibrant, well-supported venture. In September, 2016, a two-person external review team met with ES-related faculty at Bryn Mawr and Haverford Colleges as well as with the two provosts to explore the potential opportunities that a Bi-Co ES department and major might offer. The team's report, which included a set of recommendations about the program's focus and hiring schedule, was a key touchstone for CAP's conversations with ES during the course of this academic year. In the section on position requests below, we report on the process more fully and offer our recommendations.

As noted in last year's CAP report, we have had an ongoing conversation with Curriculum Committee about how we might coordinate and collaborate more efficiently and effectively. We look forward to the faculty's counsel on this issue (we were on the agenda for March's meeting but other business crowded us out).

This year, CAP members visited CC specifically to discuss the mechanics and goals of our collaboration on position requests. The result of this visit and subsequent CAP discussion led CAP to request that CC review letters of intent, attend listening meetings where they could ask questions to help shape the full proposals, read these full proposals, and provide questions to CAP for inclusion in our full department meetings about the proposals. CAP and CC will meet at the end of the Academic Year to review this process and discuss how the collaboration informed our decisions.

In preparing for the full proposal meetings, CAP was pleased that CC was able to help us ask concrete questions about how new hires might be able to contribute to curricular coverage and innovation. At the same time, we were struck by how often CC asked questions related to staffing/resources and how often CAP anticipated exactly the curriculum-related questions that CC submitted. It was in this context that we wondered whether a re-thinking of the CC-CAP committee structure was in order.

CAP's chief business, this year as in the past, 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 short- and long- term departmental and disciplinary directions; its impact on overall faculty resources at Bryn Mawr and in the Bi-Co; 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 increasing faculty diversity. All position requests were evaluated according to these parameters and, in the case of CNTT requests, according to established guidelines on the nature of CNTT appointments. In this report we describe each position request, address its implications for the long-term academic priorities of the College, and announce our recommendations to the President concerning its implementation.

Postdoctoral Fellowships

This year we invited departments and programs to find postdoctoral fellows through the Consortium for Faculty Diversity at Liberal Arts Colleges who could bring diversity to the College in areas where full-time, tenure-track positions are likely to open up within the next few years. Several departments did so. As a result of this effort, a second CFD fellow will join us next year in our Dance Program. The Consortium's database will continue to be a valuable resource for increasing both faculty and curricular diversity and we encourage departments to strengthen the Consortium's roster of candidates by contacting key graduate programs in areas that are or will be of interest. It will continue to be important for CAP to work closely with departments in pursuit of a shared understanding of our goals and priorities with respect to diversity.

Responses to Position Requests

CAP received position requests this year for nine tenure-track (TT), one renewable visiting assistant professor, and one continuing non-tenure-track (CNTT) positions, from ten departments and programs: Classical and Near Eastern Archeology, Computer Science (for a CNTT position), the English Department, Environmental Studies (which requested two positions and a proposal to become a Bi-Co Department), Growth and Structure of Cities, International Studies (for the International Studies endowed assistant professorship), Mathematics, Middle Eastern Studies Initiative/History (for the International Studies endowed assistant professorship), Physics, and Spanish (for the visiting assistant professor). The Environmental Studies requests, as noted above, are for endowed assistant professorships from recent gifts. The International Studies position is also from a gift (the requests from IS and from MESI/History were for *one* of two IS positions for which the College received funding). Below, CAP considers together the two requests for the one available International Studies endowed assistant professorship.

All departments and programs were directed by the “request for position” template that is used to structure position requests to seek collaborative input from faculty in allied fields at Bryn Mawr and at Haverford. One of these position requests came from a department that also had a member serving on CAP: to avoid conflicts of interest, CAP followed its usual policy of excusing that member from consideration of his or her own department’s position request.

CAP is scheduled to meet with the Committee on Appointments (CA) in early May, once these recommendations have been acted upon by the President and the Board of Trustees. The two committees consider the transmission of information from CAP to CA to be of critical importance to the search process. Given the College’s commitment to enhancing faculty diversity, we have explicitly asked departments with approved searches to use language in their job ads that will maximize the number of applicants from underrepresented groups in each search pool.

In response to CAP’s recommendations, President Kim Cassidy has indicated her agreement (pending budgetary review). At her request, CAP has communicated these decisions to each department and program. As has been the custom, the President will provide a formal response to the CAP Annual Report at a later date.

CAP will publish an addendum to this report concerning the new position in STEM for which applications were invited last year; that addendum will also include any other matters that have arisen subsequent to the distribution of this report.

Classical and Near Eastern Archaeology

The Department of Classical and Near Eastern Archaeology has requested a tenure-track position for a faculty member specializing in the archaeology of the Eastern Mediterranean and the Near East from the Neolithic time period through the end of the Iron Age. This position request is occasioned by the unexpected departure from the College of a faculty member whose field was the Near East and Egypt as well as the retirement of a faculty member whose focus was on Greece and the Eastern Mediterranean. The current continuing faculty have identified a significant gap, both geographically and intellectually, in the area of the Near East and the Eastern Mediterranean.

In conceptualizing how to meet the needs of their students, the department of Classical and Near Eastern Archaeology conceived of a new hire whose area of focus would overlap with that of the departing faculty members and would serve as a curricular and a geographic bridge to allow the department continuous and comprehensive coverage of Classical and Near Eastern archaeology. The department made the case that an understanding of this region of the world is of critical importance due to, among other things, the role it serves in mediating connections and interactions throughout the ancient world.

The department of Classical and Near Eastern Archaeology would expect the individual hired into this new position to teach undergraduate courses focusing on an introduction to the archaeology of Mesopotamia and Egypt, on the Assyrian and Egyptian Empires, on the archaeology of Anatolia and on the archaeology of the early cities of ancient Mesopotamia. In addition, this faculty member would be expected to teach appropriate graduate courses in their field that would appeal to students throughout the Graduate Group. Another critical part of the duties of this position would be the supervision and advising of graduate students and undergraduates.

CAP recommends that the Department of Classical and Near Eastern Archaeology's request for a tenure track position in the archaeology of the Eastern Mediterranean and of the Near East be approved at the beginning assistant professor level for the following reasons:

The proposed hire supports the ability of the department of Classical and Near Eastern Archaeology to sustain credible undergraduate and graduate programs. The area specified will help tie together the expertise of the other members of the department and allow it to present a more comprehensive program in classical and near eastern archaeology. It is CAP's understanding that, with this position, the department will be leave-proof under normal circumstances. Further, it is CAP's expectation that the members of the department will work together to distribute equitably the effort of supervising graduate students. CAP also expects that the three continuing faculty members, with the input of their new colleague, will devote greater effort towards continuing to strengthen the undergraduate experience in Classical and Near Eastern Archaeology.

Computer Science

The Department of Computer Science (CS) has requested a Continuing Non-Tenure Track position to deal with the enrollment pressures that have recently appeared, especially in first- and second-year courses. The demand for Computer Science 110 is strong and CAP appreciates the Department's experiment to deal with the demand for introductory courses by introducing the more advanced CS 113. CAP is interested to see how this works out. We are also excited to see how the new faculty member (this academic year is his first year) is integrated into the department and contributes to the curriculum. As CAP wrote in its 2014-2015 report, we expected the new tenure-track line to alleviate the need for interim hiring and make the Department leave-proof. CAP is therefore interested to see if the number of majors per year will settle closer to CS's target of 10-12 per year (as articulated in 2014-15) or if it will continue above that at, say, the level of ~20 majors per year.

Given the enrollment challenges and the current curricular model that limits the enrollment in introductory courses at 24, we encourage the Computer Science Department to experiment over the next three years with different introductory laboratory and course configurations to stretch the effectiveness of their recently increased faculty FTE. We hope that the full-time systems administrator (part of the science support staff) can provide additional help with creatively supporting the introductory sequence. We also encourage CS to demonstrate to itself and CAP how a CNTT would support a new curricular model. The results of this experiment and three additional years of enrollment data should inform the case for what a new CNTT line could achieve.

CAP recognizes the difficulties the Department has had in filling interim positions and encourages CS to work with the Provost, if necessary, to figure out how CS might avail itself of a better pool of interim candidates. CAP is also aware that Haverford College is also experiencing enrollment pressures and has not been able to accommodate additional Bryn Mawr students. We appreciate the data that Computer Science has provided indicating the recent uptick in enrollment and majors; we are curious to see whether this is a blip or a significant trend. While we appreciate the national-level data that show increases, we look forward to seeing what happens on our campus.

CAP recommends that the Computer Science Department's request for a CNTT not be approved for the following reasons:

Though we clearly recognize the recent increased demand for courses at the first- and second-year level, CAP wishes to see whether or not this is part of a longer-range trend. We do however encourage the Department to return with a CNTT request, ideally in 3 years, by which time CAP and the department should have a better sense of whether the enrollment pressures are temporary or more permanent. Additionally, after three years, the College may be in a better position to allocate resources for the requested position. CAP would like to emphasize that continuing to add faculty lines to address increasing interest in computational skills acquisition will be very difficult due to financial constraints. Alternative ways of meeting growing student demand will need to be found and supported and these may entail engaging the curriculum of the science division as a whole.

English

The Department of English has requested a tenure-track position in children's and young adult literature and speculative fiction. Last year, the English Department made a request for this position and CAP did not approve it, citing the uncertainty attendant to the hiring of new members in English and the Creative Writing Program. Despite the new hires not yet being fully integrated into the Department and the College, English returned to CAP to pursue this new direction for the English Department. Seizing upon the emergence of a new, important direction in the field of English literary studies and strong student interest (reflected in senior thesis topics), the Department also wishes to take advantage of the recent arrival of the Ellery Yale Wood collection – 10,000 volumes of US and British children's literature – to the College. The English Department envisions this tenure-track hire as bolstering the Department's dedication to the study of genre and the history of the book while also meeting students' desire for a specialist in children's literature and speculative fiction. The Department sees this specialization as being particularly attractive to prospective students.

CAP appreciates the work that the English Department has done in regularizing the way it deploys resources across many writing courses and the senior experience, especially in the context of the College's current financial constraints. Last year, the English Department proposed a position in cultural studies focused on children's literature and CAP did not approve the request, suggesting that the Department integrate the talents of its new hires into the curriculum before applying again. Though the Department did not follow this advice, the current CAP was very impressed with the persuasiveness of the current proposal. Thus, we see merit in exercising flexibility regarding the timing of the request for a search for a specialist in children's literature. That said, it is the assessment of the current CAP that the ideal FTE for English, after this hire, will be 10.6 (after the planned reduction of one FTE from 11.6) or even 9.6. We hope that, with this new hire, the English Department will continue integrating its new members and utilizing its resources in creative, efficient ways.

CAP recommends that the English Department's request for a tenure-track position in the area of children's and young adult literature, with a potential specialty in speculative fiction and/or graphic narratives be approved at the beginning assistant professor level for the following reasons:

The Department of English has made a compelling case to CAP for this proposed position in children's and young adult literature, particularly as a reflection of a new, important direction in the field of English literary studies and also as a reflection of the Strategic Direction of the College, given the potential career paths for students in children's literature publishing and the recent arrival of the Ellery Yale Wood collection of children's literature to the College.

Environmental Studies

The Bi-College steering committee of the Program in Environmental Studies (ES) submitted a proposal to CAP and Curriculum Committee to establish a new Bi-Co Department of Environmental Studies, create a major for Bi-Co students, and to hire an environmental social scientist *and* an environmental humanist. Curriculum Committee will respond to the request to establish a major. It is within CAP's purview to weigh in on the establishment of an Environmental Studies department and to make a recommendation about the two positions.

Environmental Studies is in the fortunate position of having two funded assistant professorships awaiting a positive recommendation from CAP. It has also faced many obstacles in their efforts to articulate a stable organizational structure and a focused curriculum. These obstacles included a shifting Bi-Co membership of the ES steering committee and the negative impact of sabbatical leaves on the planning process. Over the past few years, the ES steering committee has engaged in ongoing conversations with CAP, collaborated in various ways amongst ES-related faculty, and met at a year-end conference / retreat. At the beginning of AY 2016-17, the Steering Committee, the Bryn Mawr and Haverford provosts, and other ES-associated member of the Bi-Co community met with an external review team that produced a report and a set of recommendations. As a result, the ES steering committee made great progress in terms of identifying a focused curriculum and organizational structure that could support the capacity of ES to contribute effectively to the Bi-Co community.

CAP wishes to congratulate everyone associated with putting together the proposal that articulates a plan for Environmental Studies as a major and a department and that requests two positions in Environmental Studies. The plan for the Department, pending approval from Haverford's Educational Policy Committee, Provost, and President, would include three Haverford faculty members, each moving .6 FTE to ES (for a total of 1.8 FTE) and three Bryn Mawr faculty members (two newly hired assistant professors plus .6 of Don Barber moving to ES for a total of 2.6 FTE). CAP is convinced that the kind of cooperation that produced the proposal and that was palpably evident in our two meetings with the ES principals (and other ES steering committee members) from both campuses is a harbinger of the formation of a structurally-sound Bi-Co department. We believe that this structure will provide a welcoming landing spot for two new assistant professors. CAP is convinced that the working relationships among the key players in this newly-formed department will ensure that the new faculty will be mentored well. Further, CAP recommends that upcoming sabbatical leaves amongst current ES faculty be staggered in ways that provide adequate support for our new colleagues.

The following recommendations are conditional on the signing of binding Memoranda of Understanding between: a. the Provost at Bryn Mawr and the Geology Department, moving .6 FTE from Geology to ES; b. the Provost at Haverford and the departments of Chemistry, Anthropology, and Biology, moving .6 FTE from each department to ES; and c. the Provosts and Presidents of Bryn Mawr and Haverford Colleges, maintaining their commitment to a Bi-Co Environmental Studies Department.

CAP recommends that a Bi-College Department of Environmental Studies be approved. Further, CAP recommends that the request for two tenure-track positions in Environmental Studies (one humanist and one social scientist) be approved at the assistant professor level for the following reasons:

Environmental Studies has suggested a solid, stable plan for establishing a Bi-College Department of Environmental Studies with .6 of three Haverford College faculty members, .6 of Don Barber (who will forego administrative responsibilities in Geology), and two new ES assistant professors. CAP recommends that both positions be filled next year using a “cluster hiring” model that will likely produce the largest, strongest, and most diverse pool. With the current ES faculty weighted somewhat toward the sciences, we recommend that one of the two positions be filled with a humanistically-oriented scholar/teacher and the other position be filled by someone who is more oriented to the social sciences.

We recommend further that if, based on experience, one of the two new faculty members can be hired with, perhaps, a year of “credit” toward tenure, the Department should do so. We would like to avoid having both new assistant professors on the exact same reappointment and tenure schedule.

Growth and Structure of Cities

The Department of Growth and Structure of Cities (Cities) has requested a continuing non-tenure-track (CNTT) position for an urban social scientist who can serve as a nexus for enriching interactions between students in the Cities Department and Greater Philadelphia. Unlike more “traditional” CNTT positions, this position would allocate a significant amount of their time towards facilitating internships and other academic experiences for students in Philadelphia. The Cities Department envisions the faculty member in this position facilitating a synergistic relationship with the “Tri-Co in the City” initiative and working towards a curriculum that includes a required internship for all majors.

The department envisions that the person hired for this position would have significant connections to Philadelphia, such as prior employment in governmental or non-governmental organizations. In addition to the supervision and coordination of internships, this faculty member would be expected to teach in the Cities introductory sequence (CITY 185 and CITY 190) as well as to contribute to the GIS needs of the Tri-Co.

CAP recommends that the Growth and Structure of Cities Department’s request for a continuing non-tenure-track position for an urban social scientist who can coordinate student internships in Philadelphia not be approved for the following reasons:

At the present time, there are only two full-time continuing faculty members (and one part-time continuing faculty member) in the Cities Department. A new faculty member has just been hired (as of March, 2017) and a search for a second new faculty member will occur in the 2017-18 academic year. CAP feels that Cities needs to wait until these new colleagues have arrived and integrated themselves into the department, before a future vision for the Department can be decided upon. It is only subsequent to those conversations, in which the two new faculty members must be deeply involved, that CAP believes Cities will be ready to propose a new position.

International Studies

Following CAP's initial review of brief proposals for the International Studies (IS) position during AY 2015-16, CAP invited the Steering Committee of International Studies and the Middle Eastern Studies Initiative (MESI) to submit full proposals for the IS assistant professorship. The Steering Committee of IS proposed a position in International Human Rights and MESI, in conjunction with the History Department, proposed a position in Middle Eastern History. Though we certainly see a need to hire a new professor for the under-resourced IS program and found both proposals of great interest, we wish to solicit help from an external review team to help us think through and shape the contours—not the core!—of our International Studies program. In order to move forward with alacrity, we have asked the Provost to bring to campus an external review team as soon as possible so that, potentially, CAP can solicit proposals in the Fall for an Assistant Professorship housed in the IS program. CAP would review these proposals on an expedited schedule and ask the successful proposing group to search soon thereafter. We hope that a hire will be made during AY 2017-18.

CAP has been concerned for a while about stability within the IS program. We have recommended to the Provost that she begin the staffing of IS by asking Michael Allen to devote .6 of his time directly to this program so that IS becomes his primary affiliation. If this were arranged, IS would then have a dedicated faculty member who could not only anchor the Steering Committee and oversee the program and its majors but mentor new faculty in the IS program.

CAP recommends that the two proposals (one from IS and one from MESI/History) for the endowed assistant professorship in International Studies not be approved for the following reasons:

Though we saw great merit in each proposal, CAP believes that there needs to be both a structural adjustment and an external perspective to help us shape the IS program going forward. Having Michael Allen devote .6 of his time to IS would be an important stabilizing element. Our plan for a visit by an external review team should allow CAP to put out a more focused, informed request for proposals in September and to act on the proposals during the fall semester. A search for the new hire could begin immediately thereafter.

Mathematics

The Department of Mathematics has requested a tenure-track position for a mathematician with a specialty in algebra. The field of mathematics has three main branches: Topology, Analysis and Algebra and the recent unexpected retirement of the single faculty member who was trained as an

algebraist has left a significant gap in the mathematics curriculum. The Math department proposes that this new hire primarily teach undergraduate courses in Abstract Algebra (MATH 303/304) and Linear Algebra (MATH 203) as well as the graduate Algebra courses (MATH 503/504). In addition, this faculty member would periodically teach introductory courses such as Calculus, participate in the Senior Conference course (MATH 398), supervise student research and create elective courses in his or her area of interest/expertise.

In discussions with CAP about this position request, the issue of whether a CNTT might better serve the needs of the department was considered. The compelling argument was made that, while a CNTT might be able to teach the 100/200 level courses, such a faculty member would not be able to teach the more advanced Algebra courses required for Math majors, supervise students with algebra-focused research interests, or cover the needs of graduate students. It was also noted that no other current member of the department has the training/expertise to do these things optimally either.

CAP also discussed with the department whether it might be possible or useful to hire an algebraist on the applied side of the mathematics spectrum. The department thought that such a hire might be a possibility but was more inclined, if the position were to be approved, to conduct a more open search in hopes of both increasing the diversity of the candidate pool and being able to hire the best possible person.

CAP also expressed the concern that there continues to be a great demand for MATH 104 (Statistics) from our students and urged the Math department to think about how this position, in concert with some reconfiguration of faculty effort, could lead to more sufficient and more regularized offerings of MATH 104.

CAP recommends that the Mathematics Department's request for a tenure-track position in Algebra be approved at the beginning assistant professor level for the following reasons:

Both the curricular needs for an algebraist and the overall staffing needs of the Math department are compelling in this situation. However, in recommending that this request be approved, CAP also considers the department to be leave-proof. Further, CAP expects that the department will align their resources with the needs of both the College and the department in such a way as to be able to provide 3 or more sections of MATH 104 per year without having to rely on interim faculty. In composing the ad for this position, CAP recommends that the possibility of hiring an applied algebraist be explicitly mentioned.

Physics

The Department of Physics has requested a tenure-track position in any specialty area of experimental physics. This request was motivated by the news in December that a long-time member of the department would be leaving the College. To fill the curricular hole created by this departure, the Department proposes to hire a tenure-track assistant professor with a strong research profile.

CAP remains impressed with the work of the department in several areas. We are deeply appreciative of the department's ongoing research and grantsmanship. We are equally impressed

with the work the department has done to create a robust physics major for women, including the department's record in getting women into PhD programs in physics. We are appreciative of the outreach and service work the department has contributed to the College. Finally, we are appreciative of the thoughtfulness and thoroughness of the proposal to CAP.

Our meeting with the Department did not clearly resolve for CAP the advantages of a tenure-track hire over a CNTT hire. We note the two-year spike in enrollments and we understand the department's arguments for a tenure-track position, but given that enrollments are heaviest in the introductory and 200 level courses, we wonder whether the department and the College would be better served by a CNTT hire. Further, we believe that Physics can think more broadly about how a CNTT faculty member can contribute to the curricular needs of the Department. At the same time, we were very pleased to hear the myriad connections between our Physics faculty's expertise and training and the College's interest in having a footprint in engineering. While we understand the difference between a physicist's and an engineer's orientation to engineering topics, we encourage the Department's further exploration of how it can contribute to meeting our students' interests in engineering.

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

CAP's willingness to support the tenure-track position (as opposed to a CNTT) is based on the Department's willingness to contribute to our engineering initiative. CAP expects the Department to work with the provost to figure out how the department could meet the needs and interests of our students in engineering. This need would include an introductory course that would be open to all students, as well as more advanced courses in engineering for interested students. It would also include working more closely with students on our 4+1, 4+2, and 3+2 engineering programs with institutions such as Rochester (Institute of Optics) and Penn. While CAP can set the broad parameters for such an endeavor, we leave it to the department, the provost and other appropriate parties to work out the details for how the Department of Physics will contribute to a more robust engineering experience. **If the Department is disinclined to take on this role, we recommend that a CNTT position be approved.**

Spanish

The Department of Spanish has requested a renewable three-year Visiting Assistant Professor position in Hispanic literature, language and culture. This position would allow the Department to avoid the practice of hiring temporary instructors and would stabilize its staffing situation. In our meeting with the Department, CAP made clear that we make decisions about tenure-track or CNTT positions, not multi-year visiting professorships. The Department was then willing to have CAP re-consider their request as one for a CNTT.

Much of our discussion concerned how the visiting assistant professor would fit into the Department's curricular needs. When we began discussing the CNTT, the focus was on how current faculty and the CNTT would share 100- and 200-level teaching responsibilities. CAP expects that all faculty members will participate in teaching beginning and intermediate language on a rotating basis to help meet student demand at the introductory level. We also encourage the Department to think about how faculty effort is used across its curriculum to see if any efficiencies

might be realized. CAP also encourages the Department to seek increased coordination with Haverford College to reduce the need for interim instructors.

CAP recommends that the Spanish Department's request for a renewable three-year Visiting Assistant Professor position – as well as the amended request for a CNTT position – not be approved for the following reasons:

The request for a multi-year appointment of a non-tenure track Visiting Assistant Professor in Spanish, as described, would eliminate the need to hire interim instructors, thus stabilizing the curricular offerings in Spanish. The proposed hire, however, would primarily teach at the advanced level, and therefore the request does not adhere to the current College policy on CNTT hiring, which is to meet the needs of skills-based high-enrollment introductory courses. Even if the proposal were modified to fit the CNTT policy, the new position would expand the faculty at a time of financial constraint. CAP has therefore assessed that other approaches to staffing in Spanish would be more practical at this time. As discussed in our meeting with the Department, the weak labor market for Spanish professors may work to our advantage in our search for part-time faculty. We expect the Provost will continue to ensure that our students' interest in Spanish be met with adequate staffing.

Two additional requests (Economics and Growth and Structure of Cities)

The Department of Economics and the Department of Growth and Structure of Cities have each experienced a situation in which an assistant professor in their first term left the college. When that occurs, departments may contact CAP to propose a search similar to the one that had been approved. Our procedure is to approve the pursuit of a new hire, if the definition of the position is substantially the same. The department chair is asked to meet with the Provost and representatives from CAP, Appointments, and Curriculum to discuss whether the same needs are present. If the assembled wish to amend slightly the original ad, they can agree to do so and the department can be authorized to search without submitting a new proposal to CAP. If needs have changed and the ad needs to be substantively changed, the department is asked to submit a new proposal. This year, both Departments initially asked simply to search for tenure-track assistant professors defined largely by their original proposals. CAP and the rest of the reviewing group approved the searches and added that they could search as well at the advanced assistant professor level.