

Committee on Academic Priorities

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BRYN MAWR

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Annual Report to the Faculty 2018-2019

The 2018-19 Committee on Academic Priorities membership consisted of Jonas Goldsmith (Chemistry, CAP Chair), Tim Harte (Russian), Tamara Davis (Biology), Jamie Taylor (English), Dianna Xu (Computer Science), and Michael Allen (Political Science and International Studies). 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.

This year CAP met once per week in each semester. In addition to meeting with departments and programs to discuss their position requests, CAP also met with Curriculum Committee (CC) and Haverford's Educational Policy Committee (EPC). As Chair of CAP, Jonas Goldsmith served on the Advisory Council of the Faculty, served as CAP's representative to the Strategic Advisory Group and was CAP's representative to the Board of Trustees. Tim Harte served as CAP's representative to the College Budget Committee. Members of CAP also participated in an external consultation for the Arts Program in Dance, an external review of the Education Program, the Middle States reaccreditation process, an external review of the Mathematics Department, an external review of the Africana Studies Program and post-external review discussions with the Departments of French and Francophone Studies at Bryn Mawr and Haverford.

Although a major portion of CAP's work is to meet with programs and to make recommendations about their proposals for faculty positions, CAP also engaged in other efforts during the 2018-19 academic year. Some of these efforts focused on the continuation of work from previous years and some represented new directions taken. Prior to communicating our recommendations about position proposals, we report on our discussions about these other efforts.

Reflections on CAP's Mission and Role

According to the by-laws of the faculty of Bryn Mawr College, the Committee on Academic Priorities is charged to:

consider all matters concerning academic priorities, including, but not limited to, staffing allocations, department and program facilities and resources, restructuring or terminating existing departments and programs (insofar as these have significant resource implications), and other resources relating to teaching and research.

Although additional resources have been brought to the College in the last few years (two new faculty lines in International Studies, one new faculty line in Environmental Studies, one new faculty line in STEM and one forthcoming faculty line in Data Science), we are largely in a zero-growth environment, which means that the resources to do something new—or to expand a department or program—requires curtailment of something we currently do. A reluctance to prune means that we sometimes rely on unsustainable faculty effort as the primary resource to pursue innovative goals. We could cease trying to innovate and evolve, though the likely long-term consequence of that would be the gradual decline of the institution. Alternatively we could commit to the taxing work of cutting back resources to select areas in order to let other areas flourish and to provide the wherewithal for new growth.

In its work, CAP strives towards a consultative and holistic approach, taking into account factors such as demand, resources, the College's mission, and ongoing strategic directions. One of the significant challenges of CAP's work is that rational, thoughtful and strategic planning cannot take place when each academic year is considered in isolation. CAP is, in many ways, designed to function one year at a time and is typically expected to render recommendations on only those proposals that happen to come before it in a particular year. Counter to this structure, in its 2017-18 Report to the Faculty, CAP described its attempts to work in a more strategic manner:

we focused on our continued attempts to be a forward-looking committee instead of one that is purely reactive in shaping our institutional future. Except for the occasional gift that allows us to get an "extra" faculty position, the faculty is at a steady-state in terms of number of faculty positions, since the student body is likewise in a steady state. If there are more requests for new positions than departures in a given year, some requests must be turned down. No faculty positions are automatically replaced; rather, available faculty positions are allocated to Departments and/or Programs based on CAP's recommendations and the decision of the President and the Board of Trustees. Nonetheless, an *available* position does not necessarily mean that CAP will recommend filling the position immediately, as this is not useful for long-term planning. CAP plans to work with the Curriculum Committee to assess upcoming institutional needs and consider holding available faculty positions for a future year in order to best support departments and programs with demonstrated need. This might mean that a department's request following a departure is turned down so that another department or particularly needy program can eventually expand.

In addition to what is described above, CAP's strategic approach may also include the making of recommendations about faculty lines for which a proposal to CAP has not been submitted. Similarly, CAP might recommend, prior to a retirement being announced, that a department or program shrink upon the next retirement of a faculty member. CAP recognizes the impact that such recommendations could have on a department/program and its curriculum and would make these recommendations only following thoughtful conversations with the president, provost and department/program in question. CAP expects that the College will provide support to any department/program undergoing such a transition.

For example, this academic year, CAP encountered a situation in which the strategic reallocation of resources was deemed necessary. The Department of Computer Science has experienced a significant and sustained increase in student demand and their staffing is simply not capable of meeting the need. Students are consistently lotteried out of introductory courses in Computer Science and that is unacceptable from the standpoint of faculty, students, parents, alumnae and administrators. Computer Science requested a new faculty line (see below), a continuing non-tenure track (CNTT) faculty member to support its introductory curriculum. In order to be able to recommend such an expansion of the Computer Science faculty, however, CAP needed to identify the resources to support it. CAP considered all unfilled positions for such a reallocation, including those for which proposals have been submitted and those that have not. In considering the options, CAP recommended that the resources for a new CNTT position in Computer Science come from the line vacated by a retirement in the Department of German and German Studies. This means that two continuing positions in German and German Studies would remain in the Bi-Co rather than four. This certainly will necessitate changes but the Provosts have invited a team of consultants to provide the Bi-Co's German and German Studies Department guidance in making this transition.

Reflections on the Bi-College Relationship

In the past several years, the leadership of Haverford and of Bryn Mawr (presidents, provosts, boards of trustees) has been working towards a closer and more synergistic Bi-College relationship. To that end, Presidents Kim Benston and Kim Cassidy have issued a joint Memorandum of Understanding (MOU) which articulates a mutual Bi-College commitment to collaboration and support. There are a number of places where this endeavor intersects with the work of CAP and in this section of the report, we want to describe to the faculty both the work that we have done as well as our recommendations about how to continue to build a productive relationship.

CAP has had occasion to ponder Bi-Co collaboration this year, particularly while considering the Bi-College department of German and German Studies, the Bi-College program in Education, and the Bryn Mawr College Department of French and Francophone Studies (specifically related to its interactions with its counterpart at Haverford). CAP has come to recognize that the Bi-Co commitment is ideologically strong but could be structurally stronger; and CAP sees a few concrete steps that might help create a more functional Bi-Co relationship.

- CAP recommends clear, concrete, and written policies about how Bi-Co interactions should function. Although collegiality and tradition are crucial to any Bi-Co relationship, they must be supported with policies. Bi-Co departments and programs in particular (such as the Arts, Education, Environmental Studies and German and German Studies) must have clear procedures by which they conduct their work, including requesting tenure-track, CNTT, and adjunct lines.
- More broadly, both curricular and resource recommendations and decisions need to be made jointly, after a consultative process that involves CAP and EPC. An especially trenchant obstacle to collaborative resource allocation has to do with timing: CAP and EPC work on quite different schedules. To make real Bi-Co collaboration possible, both CAP and EPC (along with the provosts) must coordinate their schedules more attentively.
- CAP recommends stronger lines of communication at the administrative level, including the presidents' and provosts' offices as well as upper-level committees such as CAP and EPC. In addition, CAP suggests that the presidents and provosts make deliberate efforts to help foster, among the faculty, collaborative relationships similar to those that they have.

In its moves toward greater Bi-Co collaboration around resource allocation, CAP has shared the position proposal from the Bi-College Education program with EPC and will meet with EPC and the faculty in Education in mid-April. CAP and EPC will then deliberate and make a joint recommendation about the proposal from Education. We will communicate the recommendation in the addendum to the CAP report.

In addition, CAP also met with EPC to discuss other Bi-College programs, including German and German Studies as well as the Arts Program. We are cautiously optimistic that these more assertive processes of cooperation and joint decision-making on Bi-Co issues will continue to grow in their application and its utility.

CAP'S Recommendations on Proposals for Postdoctoral Fellows

The College supports three positions for postdoctoral fellows: the Postdoctoral Fellow in Humanities and Humanistic Studies, the Bucher-Jackson Postdoctoral Fellow in Science and a postdoctoral fellowship for an individual from the Consortium for Faculty Diversity in Liberal Arts Colleges (CFD). CAP received proposals for the Bucher-Jackson fellowship from the Department of Biology and from the Department of Psychology and recommended to the provost that the Department of Psychology be approved to search for a postdoctoral fellow in the general area of neuroscience. CAP received proposals for the Humanities and Humanistic Studies fellowship from the Middle Eastern Studies Program, from the Department of Classical and Near Eastern Archeology (CNEA) and from the duo of Greek, Latin and Classical Studies (GLCS) and Classical and Near Eastern Archeology. CAP recommended to the provost that GLCS and CNEA be approved to search jointly for a postdoctoral fellow in the area of Roman history and archeology. In a change of procedure, CAP decided that the CFD postdoctoral fellowship process would proceed entirely under the auspices of the provost. The provost gave permission

for the Middle Eastern Studies Program to search for a CFD postdoctoral fellow in the area of Middle Eastern History. It is expected that each of the three individuals hired will, at some point during their time at Bryn Mawr, give a public seminar on their scholarly work.

New CAP Processes

The current process for requesting tenure-track (TT) and continuing non-tenure track (CNTT) faculty lines developed over several years, with the goal of making CAP's recommendation process as transparent as possible and ensuring that departments had every opportunity to articulate their requests. Despite those laudable goals, CAP feels the current process puts burdensome requirements on departments without providing correspondingly significant benefits. The process also puts a burden on the Curriculum Committee, both in terms of reading and responding to proposals as well as being involved in meetings, and it saddles the Provost's Office staff with the challenging work of organizing multiple meetings between departments and CAP.

Below, we outline new procedures for requesting TT and CNTT lines. CAP hopes this new process will alleviate some of the time and energy currently required for such requests. The new procedure eliminates the listening meetings during the fall semester as well as the written responses that anticipate the spring meeting with CAP and the requesting department. In addition, it moves the timeline for providing letters of intent back by a month; CAP hopes this will allow departments more time to plan their requests at the start of the fall semester. As part of this new process CAP will respond briefly to the letters of intent shortly after their receipt. Full proposals will be due earlier in the semester (in November, rather than December), which will allow CAP to meet with departments earlier during the Spring. Letters of support are *not* required; departments should ask for letters from participating departments or programs only if those departments or programs are *directly* affected by the requested line. CAP and the Provost still request letters from Haverford counterparts. CAP notes that this new procedure does change the role that CC has played in the process. As the relationship between CAP and CC is evolving to focus more on strategic planning than on the details of individual proposals, it follows that CC's involvement in the process of requesting and recommending faculty lines will also evolve.

Current Timeline for Requesting TT and CNTT Lines

September: Letters of intent sent to CAP

Throughout fall semester: Listening meetings with requesting departments

December: Position proposals due

Early spring semester: CAP sends questions to requesting departments (based on proposal); requesting department responds in writing

Throughout spring semester: Meeting between all CAP members and requesting department members

March/April: CAP provides recommendations to President and Board

April: CAP submits its annual report to the faculty. President and Board make final decisions

New Timeline For Requesting TT and CNTT Lines (to begin Fall 2019)

October (just before Fall Break): Letter of intent (no more than 2 pages) sent to CAP. CAP will respond briefly to the letters of intent.

November (just after Thanksgiving): Proposals to CAP due

December: CAP sends departments a set of questions, agenda topics, etc. that will structure the spring meeting with CAP

Spring semester: CAP meets with departments

March/April: CAP provides recommendations to President and Board

April: CAP submits its annual report to the faculty. President and Board make final decisions

Proposals for Faculty Positions Received by CAP

In September of 2018 CAP put out a call for letters of intent from departments, programs and groups interested in requesting a faculty position. We received the following letters of intent:

- Biology, requesting a TT faculty position in physiology
- Classical and Near Eastern Archeology and Greek, Latin and Classical Studies, jointly requesting a TT faculty position in Roman archeology
- Computer Science, requesting a CNTT faculty position to support the introductory portion of the computer science curriculum
- Creative Writing, requesting a TT faculty position in narrative medicine
- Economics, requesting two TT faculty positions, one in development economics and the other in applied microeconomics
- Education, requesting two TT faculty positions, one focusing on urban education and the other on access to education
- English, requesting a TT faculty position in film studies
- French and Francophone Studies, requesting a TT faculty position in 20th/21st century French and Francophone studies
- German and German Studies, requesting a TT faculty position in German language and literature
- Middle Eastern Studies, requesting a TT faculty position in Middle Eastern history
- Philosophy, requesting a TT position in an area of philosophy that complements current strengths (i.e., an open search).
- Psychology, requesting a TT position in social psychology
- Sociology, requesting a TT position in the sociology of race

In addition to these letters of intent, CAP considered two proposals out of sync with the normal timeline. First, in September 2018, CAP received a full proposal from Computer Science for a TT faculty position in core areas of computer science. We considered this proposal on an expedited basis, without the intermediate step of a listening meeting, making our recommendation to President Cassidy at the end of September. More detail can be found in the section of the report that describes CAP's recommendations. Second, at the end of the 2017-18

academic year, CAP recommended that the Arts Program in Dance should not be approved to hire a TT faculty member. CAP recommended:

that the Provost and the Arts Program in Dance convene a small-scale consultation team in early Fall 2018 so as to create a strong, sustainable vision for the program and in the Bi-Co. Following this consultation, CAP expects Dance to come back quickly with an updated position request that incorporates the recommendations and new directions/changes, to be reviewed on an expedited timeline.

This review process occurred in September 2018 and the Arts Program in Dance subsequently submitted a revised proposal to CAP. We considered this proposal on an expedited basis, again without a listening meeting, making our recommendation to President Cassidy in December. More detail can be found in the section of the report that describes CAP's recommendations.

CAP offered to hold listening meetings with each department/program that submitted a letter of intent. Listening meetings were held with all of the groups mentioned above except: Classical and Near Eastern Archeology and Greek, Latin and Classical Studies, French and Francophone Studies and Sociology, all of whom decided that they were not going to submit a proposal to CAP this year. Subsequent to listening meetings, Creative Writing, English, German and German Studies and Middle Eastern Studies also decided that they were not going to submit a proposal to CAP this year.

In all, for the 2018-19 academic year, CAP received full proposals from:

- Biology, requesting a TT faculty position in physiology
- Computer Science, requesting a TT faculty position in core areas of computer science (to be considered on an expedited basis)
- Computer Science, requesting a CNTT faculty position to support the introductory portion of the computer science curriculum
- Arts Program in Dance, requesting a TT faculty position in dance & dance studies (to be considered on an expedited basis)
- Economics, requesting two TT faculty positions, one in development economics and the other in applied microeconomics
- Education, requesting two TT faculty positions, one focusing on urban education and the other on access to education
- Philosophy, requesting a TT position in an area of philosophy that complements current strengths (i.e., an open search).
- Psychology, requesting a TT position in social psychology

CAP'S Recommendations on Proposals for Faculty Positions

In academic year 2018-2019 CAP, in fulfilling one of its core functions, considered eight full proposals totaling ten faculty positions. CAP considered the extent to which each proposal fit with the College's strategic, academic and curricular priorities. The Committee also considered

how each proposal would affect the College's resources, and how filling a position, or not, might foster or delay increased diversity. In cases where proposals came from departments with members on CAP, those colleagues were excused from all deliberations associated with those proposals.

Biology

The Department of Biology requested approval for a tenure-track position in the area of physiology. The retirement of a senior member of the department leaves a gap in staffing as well as in curriculum. The loss of this faculty member leaves the department unable to provide courses in the area of physiology, a crucial field of Biology. The field of physiology is important for many reasons, including the way in which it is able to connect cellular- and molecular-level understanding with intra- as well as inter-organismal phenomena. Physiologists, especially the type that Bryn Mawr would seek, are adept at considering biological processes at multiple levels of organization and such a faculty member can serve as a natural nexus for interdisciplinarity. The department anticipates that a new physiologist would teach in the introductory biology sequence and provide upper level courses in physiology as well as a course suitable for students interested in the allied health sciences. In addition to their teaching contributions, a new physiologist would provide research opportunities for students; something that is in short supply due to the high demand from majors. The department suggests that there may be a number of different sub-types of physiologist that could greatly contribute to the College. Examples include behavioral physiologists, exercise physiologists or individuals focused on biomechanics, evolutionary physiologists and eco-physiologists.

CAP recommends that the Biology Department's request for a tenure-track position in physiology be approved at the level of Assistant Professor, for the following reasons:

From a curricular standpoint, CAP believes that it is crucial for a credible Biology program to include the teaching of physiology. From a staffing standpoint, CAP recognizes the strong student demand for Biology in general and for coursework in physiology specifically. Both Biology majors and students interested in the health professions would benefit greatly from the opportunity to take physiology courses. The organismal-level perspective that a physiologist would bring to the introductory sequence is a very important complement to the cellular/molecular and to the ecological axes of those courses. CAP expects that with this hire Biology will offer a human (or vertebrate) physiology course suitable for the allied health professions on an annual basis. CAP supports the department in its inclination for a relatively open field search, both to attract the largest diversity of candidates and to allow the most exciting candidates (regardless of subfield) to materialize. CAP recognizes that the retiring physiologist made significant contributions to the Bi-College Neuroscience program. While CAP is agnostic to whether this new hire has a neuroscience orientation, CAP expects that the Biology department will be mindful of how it can support neuroscience as it considers future position proposals.

Computer Science (TT) (Recommendation made September 2018)

The Department of Computer Science (CS) requested approval for a tenure-track (TT) position open to all areas of computer science, but with the ability to teach in core areas of Systems and Theory. This request was prompted by the unexpected retirement of a member of the CS faculty in May 2018. A new hire with expertise in Systems and/or Theory would provide balance to existing expertise as well as coverage for critical core areas of the curriculum, such as Operating Systems, Computer Organization and Systems Programming. CS emphasized its need for a TT position, as enrollment pressures exist throughout its curriculum. A higher percentage of students enrolled in the 100-level introductory courses CMSC110 & 113 are choosing to major in CS than in years past, and the number of students majoring in CS has risen dramatically in recent years. As a consequence, enrollments have increased, particularly in the 200-level introductory and core courses, requiring CS to offer multiple sections of foundational courses such as CMSC206: Data Structures and CMSC245: Principles of Programming Languages. CAP notes that, despite a collaborative working relationship with Haverford, enrollment pressures at Bryn Mawr cannot be alleviated by Bi-Co cooperation. Haverford CS has similar enrollment issues, a consequence of which is that required courses for the major and minor that were previously taught in alternating years on each campus are now being taught annually on both campuses.

CAP recommends that the Computer Science Department's request for a tenure-track position be approved at the level of Assistant Professor, for the following reasons:

Four years ago, when recommending a 4th tenure track position for Computer Science, CAP recognized the considerable growth in the number of students taking courses and majoring in CS. That demand has continued (and increased) in the intervening years and the Computer Science program cannot be sustained by a reduced faculty of three. CAP recognizes the substantial enrollment pressures in the upper-division courses and further recognizes the importance of CS to the College's strategic plan in STEM education.

Computer Science (CNTT)

The Department of Computer Science submitted a request for a continuing non-tenure track (CNTT) faculty member whose primary role would be to support the introductory computer science curriculum. The department has, for several years, been experiencing significant enrollment pressures that have resulted in numerous students being turned away from courses in computer science. A CNTT would alleviate some of this pressure by teaching laboratory sections and/or lecture sections for Introduction to Computing (CMSC B110), Computer Science I (CMSC B113) and/or Data Structures (CMSC B206). The contributions made by this CNTT faculty member would allow tenure-track members of the Computer Science Department to shift some of their efforts away from the introductory curriculum, allowing them to support their majors with mid-level and upper-level courses. While the department collaborates very closely with its counterpart at Haverford, similar demand issues at Haverford preclude any meaningful load-shifting within the Bi-Co.

CAP recommends that the Computer Science Department's request for a continuing non-tenure track position be approved for the following reasons:

CAP feels that it is especially unfortunate that at a women's college, students are being turned away from computer science because of a lack of capacity. Although this CNTT position may not be a complete panacea for the Computer Science Department and its enrollment pressures, CAP believes that this new position will allow them both to improve access to the introductory curriculum and to provide more robust and consistent offerings to their majors and minors.

This recommendation constitutes an expansion of the continuing faculty of Computer Science from 4 TT lines to 4 TT lines plus 1 CNTT line. As no new resources are available for this additional line (funds from the Data Science gift cannot be utilized for this CNTT position), it is CAP's responsibility to shift resources from elsewhere to enable this expansion of Computer Science. As described above, CAP's recommendation is that the resources made available by the retirement of a member of the German and German Studies department be used to support the CNTT position in Computer Science.

Arts Program in Dance (Recommendation made December 2018)

The Arts Program in Dance submitted a request for a tenure-track (TT) position for a dance scholar-artist to begin in Fall 2019. This request came after Dance requested a TT position in 2017- 2018. At that time, CAP suggested the Dance Program undergo an external review first to provide guidance as to how Dance might build on its strengths and shape itself for the future. That external review was completed in September 2018, and the report endorsed the structure and aims of the Dance Program and supported a TT request. Bryn Mawr's Dance Program provides all composition, performance, and technique dance courses in the Bi-Co, and it serves a significant number of students, providing dance studies courses that form the academic core of the independent major and minor in Dance as well as courses geared toward the general Bi-Co population. As is typical in comparable programs, the Dance Program regularly hires contingent faculty from the area to teach technique courses, with standing faculty teaching the Program's gateway course as well as other specialized courses in dance studies and performance. The proposed TT position would provide at least two dance studies courses per year that could serve dance majors and minors. These offerings, as well as other, more specialized courses that could be provided, would emerge from the faculty's expertise and interests. Faculty in the Dance program have a long history of contributing to the College-wide curriculum in a number of ways and this new faculty member would most likely carry on this tradition. The Dance Program proposes to keep their search open with respect to field and specialization to ensure that the pool of applicants is as diverse as possible. Consequently, the topics and foci of the courses taught by the new hire, as well as potential directions for the future of the program, would emerge from their area(s) of interest and expertise.

CAP recommends that the Arts Program in Dance request for a tenure-track position be approved at the level of Assistant Professor for the following reasons:

In considering this proposal, CAP discussed ways in which the diverse staffing needs of the Dance Program could be configured and strongly affirms the need for a TT faculty member to serve as a curricular and intellectual anchor for the Dance Program. Such an individual would also provide central support and vision for contingent faculty while articulating the Dance Program's long-term relationship to the College and the Bi-Co. CAP expects that the new TT faculty member will support a commitment from the program to streamline their utilization of contingent faculty (as described in the position proposal). In addition to reducing the number of such faculty, efficiencies will be sought by implementing longer term contracts (i.e., two semesters instead of one). CAP supports the Dance Program's desire to keep the area of the search open in order to maximize the diversity of the applicant pool.

Economics

The Department of Economics submitted a request for 2 tenure-track (TT) positions, prompted by the upcoming retirement of two long-standing members of the department. Economics proposes to hire one faculty member in the field of development economics. For the other position, Economics is proposing a more open search for an applied microeconomist – areas of specialty that the department might target are urban economics, environmental economics and industrial organization. The Economics Department serves students in a wide variety of capacities, including through its curriculum which attracts both Bryn Mawr and Haverford students studying Economics, as well as in courses that serve the Environmental Studies major, the International Studies major and the Growth and Structure of Cities major, to name a few.

The department described the crucial place that development economics occupies in the curriculum as well as the need for elective courses for students. In addition, the retirement of the faculty member who teaches Econometrics, a core course for the major, brings significant challenges that could be met by the hiring of an applied microeconomist (i.e. urban/environmental/industrial organization).

CAP recommends that the Economics Department's requests for a tenure-track position in development economics and that the department's request for a tenure-track position for an applied microeconomist, more broadly construed, both be approved at the level of Assistant Professor for the following reasons:

CAP recognizes both the staffing and curricular challenges that these retirements present. Furthermore, their close timing only increases the department's difficulties. Economics serves a large number of students and majors with a comparatively small number of TT lines and enrollment pressures are prevalent throughout the curriculum. A return to a faculty of five full-time equivalents after the retirements is essential in supporting a curriculum that meets the national standards. CAP expects that the department, in searching for new colleagues, will be sure not to duplicate areas already existing in the Bi-Co and strive for maximum diversity in its candidate pool. CAP recognizes the wisdom in creating a search timeline that minimizes

disruption during this major staffing transition and supports Economics' consideration that simultaneous searches ought to maximize the chance of hiring successfully.

Education

The Bi-Co Education Program is resourced by both Haverford and Bryn Mawr. Accordingly, CAP should not be making uni-college recommendations about how this program should be supported. As a test case for more meaningful Bi-College cooperation, CAP and EPC are working together to consider the proposal brought forward by the Education Program and will issue a joint recommendation to the leadership of the two colleges (see our discussion above in the "Reflections on Bi-Co Relationship" section). We will report on this recommendation in the addendum to CAP's Annual Report.

Philosophy

Prompted by the retirement of a long-standing member of their faculty, the Department of Philosophy submitted a request for a tenure-track (TT) faculty member. In recent history, the department has been staffed by 4 TT faculty, enabling them to provide courses in a variety of areas to majors and non-majors alike. All majors must take the two-semester Historical Introduction to philosophy and the department is committed to continuing this temporal approach as well as to providing a range of options for students in the various branches of philosophy.

Instead of proposing a direct replacement of the curricular and scholarly area of their departing colleague, the department is interested in searching broadly for an individual who can both complement existing strengths in ethics, philosophy of science, and philosophy of mind as well as contribute to the introductory sequence. The staffing support provided by this hire would also allow the department to continue its regular contributions to College-wide initiatives such as the E-Sem and the 360 programs. A further benefit of such an open search is the opportunity to attract a broader and more diverse pool of candidates.

CAP recommends that the Philosophy Department's request for a tenure-track position be approved at the level of Assistant Professor, for the following reasons:

In order to serve their students and provide an appropriate philosophy curriculum, a fourth faculty member is necessary. The department has had consistent numbers of majors/minors and enrollments of students interested in a taste of philosophy have also remained steady. CAP agrees that it is critical that the department not replicate existing expertise in the Bi-Co and CAP further sees the value in conducting a relatively open search to maximize the diversity and quality of the candidate pool. With this position, CAP expects that the Philosophy Department will remain leave-proof under normal circumstances.

Psychology

The Department of Psychology requested approval for a tenure-track (TT) position in social psychology. Psychology emphasized that its need for this position is due to the significant enrollment pressures that exist throughout its curriculum. The Psychology Department has undergone a major turnover in its staffing during the past 6 years, staggering new hires in different sub-disciplinary fields in order to maintain a diverse curriculum.

The Psychology Department specifically requested to search in the area of social psychology as it is the second largest subfield in the psychological sciences. In addition, given that the field of social psychology focuses on how social processes influence human thoughts and behaviors, a social psychologist has the potential to connect to a variety of other programs at the College. Bryn Mawr's Psychology Department has been without a TT specialist in social psychology since 2015. While the Haverford Psychology Department has a social psychologist, the courses offered by one social psychologist do not meet enrollment demands for this critical area of study. Indeed, over the past few years, an interim member of the Bryn Mawr Psychology Department has taught courses in social psychology. The Psychology Department intends to conduct an open search for a social psychologist in order to attract a diverse applicant pool.

CAP recommends that the Psychology Department's request for a tenure-track position in social psychology be approved at the level of Assistant Professor, for the following reasons:

Historically, Psychology has been staffed at 8 FTEs; however, staffing by continuing members of the faculty has been below the historical average since Kim Cassidy moved into an administrative role at the College. It is also the case that she has just been renewed for second 5-year term as president. In order to adequately support the curriculum necessary to serve students with an interest in Psychology and reduce the reliance on interim faculty, CAP feels that the eighth TT line should be restored to the Psychology Department.