

## *Committee on Academic Priorities*

**Jim Martin, Chair** (AY05-AY09), Associate Professor, Social Work and Social Research

**Stephen Salkever** (AY07-AY10), Professor, Political Science

**Michael Noel** (AY08-AY11), Associate Professor, Physics (Chair-Elect AY09-10)

**Pim Higginson** (AY08-AY11), Associate Professor, French

**Anjali Thapar** (AY08-AY11), Associate Professor, Psychology

**Michael Tratner** (AY09-AY12), Professor, English

# B R Y N M A W R

17 April 2009

## **ANNUAL REPORT TO THE GENERAL FACULTY AY 2008-2009**

### **Introduction:**

This Report to the General Faculty by the Committee on Academic Priorities (CAP) follows a model established last year. The report reflects CAP's continued transition into roles and responsibilities defined by the College *Plan of Governance* and our associated Faculty *By-Laws*. Specifically, CAP exercises both in an advisory function to the Administration on questions of *institutional priorities* that are only indirectly related to academic matters and which thus fall principally within the jurisdiction of the Administration, and (as delegated by the General Faculty in our Faculty *By-Laws*) CAP exercises the Faculty's portion of the joint authority specified in the College's Plan of Governance in the determination of *academic priorities*. In exercising these important responsibilities, under a system of mutual responsibility and shared governance, CAP is mindful of its responsibilities to the Faculty and the importance of regular communication with the Faculty on all important matters.

### **Communications with the President:**

This month CAP met with the President and discussed the AY 2008-2009 department and program requests for Tenure Track (TT) and Continuing Non-Tenure Track (CNTT) Positions. **A copy of CAPs written communication to the President is enclosed with this report.** The highlights of this discussion are summarized here.

### ***CAP decisions concerning AY 2008-2009 Department and Program Requests for Tenure Track and Continuing Non-Tenure Track Positions:***

In its communication to President McAuliffe, CAP proposed that the College authorize three (3) of the twelve (12) Faculty positions originally requested by Department and Program Chairs. The originally requested positions included eight (8) Tenure Track (TT) Faculty positions and four (4) Continuing Non-Tenure Track (CNTT) positions. Three of the original requests were withdrawn by departments before a CAP decision (TT requests from Psychology and Theater, and a CNTT request from German).

The three TT positions approved by CAP are: Greek, Latin and Classical Studies (Classics), Economics, and History of Art.

Each position represents an existing permanent authorization. Taken together these three positions do not increase the overall size of the permanent Faculty. While approving these three positions, CAP also asked the President to endorse a long-term plan to reduce three other Faculty lines—one in Classics and two in the Graduate School of Social Work and Social Research (GSSWSR).

Included in the attached memorandum to the President is CAP's assessment of all requests submitted this year, as well as a discussion of the positions to be reduced.

In response to CAP's decisions and our subsequent discussion, **President McAuliffe 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 Report at a later date.

#### **CAP statement on diversity:**

CAP continues to be concerned about the need to build and sustain a community supportive and encouraging of diversity—a community of Faculty, staff, and students representing a broad range of backgrounds and perspectives. CAP notes the specific challenge of attracting Faculty of color to our community. CAP explicitly encourages each Department or Program submitting a position request to consider ways to define the proposed position as an opportunity to maximize the number of candidates from underrepresented groups, in particular candidates of color, in any subsequent search pool. CAP will continue to work with the Committee on Appointments to emphasize Faculty employment opportunities for members of underrepresented groups. CAP will also continue to work with the Provost to support fellowship opportunities at Bryn Mawr that enhance diversity, for example fellowships offered through the Consortium for Faculty Diversity.

#### **CAP decision to re-designate the programs in Computer Science and Growth and Structure of Cities as Departments:**

The Committee on Academic Priorities (CAP) was asked by the Provost to consider requests from *Computer Science* and *Growth and Structure of Cities* to be re-designated as Departments.

These program are currently structured and function as College Departments (they have dedicated permanent Faculty lines, they have developed a coherent interdisciplinary curriculum from introductory classes through a senior experience, and they have a substantial record of majors who have now completed their work in these disciplines). In addition, the Administration treats both Programs as Departments, in that they are staffed and budgeted in the same way as College Departments.

Before making a decision CAP asked for Faculty comment. No objections or concerns were voiced by the Faculty. Based on its role and authority in the College *Plan of Governance* and the associated Faculty *By-Laws* for decisions regarding restructuring existing Departments and Programs, CAP re-designates both *Computer Science* and *Growth and Structure of Cities* as Departments effective with the start of AY 2009-2010.

#### **CAP statement on the Abu Dhabi Initiative and the larger questions of globalization:**

Throughout the year, CAP has discussed the question of how the College can best respond to the opportunities and difficulties presented by the globalization of education. In the fall and spring, we reviewed the materials provided by the Abu Dhabi working group and met with members of that group. In the spring, we have heard from the Curriculum Renewal Work Group (CRWG) concerning its deliberations about both curricular and co-curricular responses to issues surrounding globalization as they related to the College and its mission.

CAP has asked the CRWG to include a discussion of globalization in its AY 2009-2010 Report to CAP and Curriculum Committee (due late in the fall). This information is intended to help inform CAP deliberations concerning both academic and institutional priorities, including future Faculty hiring decisions. It is too early to speculate on what the CRWG might propose, and members of CAP have expressed a range of views about how to proceed. We are, however, in agreement on two points: first, both as a committee and as a college, we need more discussion to clarify our sense of the quite varied meanings and implications of the term "globalization"; second, our discussions must include both an informed vision of the possible benefits of greater global outreach, and an equally informed articulation of the possible ethical and/or practical limitations of any form of global engagement.

As a good beginning toward reaching these goals, CAP endorses the CRWG's decision to establish a subcommittee to focus on globalization questions. The subcommittee, selected by the Working Group, is composed of Faculty, about half CRWG members and half not. President McAuliffe has accepted an offer to participate as a subcommittee member. This same subcommittee procedure was followed earlier with the CRWG writing, foreign language, and first-year experience subcommittees. This group will consult Faculty outside the subcommittee as appropriate, and will communicate its work to the Faculty in the fall through the CRWG, as well as through the two sponsoring elected Faculty committees (CAP and Curriculum).

**CAP statement on the continued progress of the jointly sponsored CAP – Curriculum Committee Curriculum Renewal Working Group (CRWG):**

The CRWG has pursued a variety of issues in AY 2008-2009, ranging from new ways of characterizing the goals of the curriculum as a whole to recommending particular curricular changes. Concerning particulars, three subcommittees of the CRWG are developing far-reaching proposals. The Group's subcommittee on writing has proposed a revision of the CSem program aimed at involving more continuing Faculty in the teaching of our first-year seminars, as well as a plan for developing writing-intensive courses throughout the curriculum. These proposals have now been approved by the Curriculum Committee and will be presented to the Faculty at the April 22 meeting.

The CRWG subcommittee on language instruction has convened chairs and Faculty from the relevant Departments, and is considering not only possible changes in the language requirement, but also broader issues concerning language instruction at Bryn Mawr. The work of this subcommittee will continue into the fall and Faculty are encouraged to participate in and support these discussions.

The CRWG subcommittee on the first-year experience is moving toward proposals to increase Faculty involvement in student advising, to streamline the quantitative requirement, and in general to make the first-year experience less dominated by the need to meet various requirements.

As a whole, the CRWG has been discussing ways of better connecting divisional/distributional requirements to the overall goals of a liberal arts education, including three models of how such requirements might be structured. The CRWG convened a forum to discuss these models on April 15th. The CRWG also collected statements from all the Departments about the relation of our major programs to the broad aims of a liberal arts education; and it is continuing to review and discuss those responses.

Finally, the CRWG is debating ways—both curricular and co-curricular—of promoting the idea that global consciousness (variously defined) is central to our vision of a liberal education at Bryn Mawr. The work of the CRWG will continue in AY 2009-2010 (including adding a new subcommittee on globalization). CAP and the Curriculum Committee will issue an updated status report to the Faculty in May 2009 detailing the CRWG's accomplishments as well as a statement on its future plans.

## **CAP statement on fostering Institutional Priorities in the area of Graduate Education:**

CAP joined with the Task Force on Balancing Mission and Resources last year in reaching the conclusion that graduate education is an important part of Bryn Mawr's identity as an institution. At the same time, CAP is cognizant of the financial strains that continue to exert pressure on both undergraduate and graduate programming at the College, as well as the importance of achieving a financially sustainable academic model for the College.

The Task Force articulated goals of achieving a strategic integration of graduate education with undergraduate education, while also ensuring that graduate education at the College is of a size, scope, quality, and cost suitable to the mission and resources of the institution. To guide the pursuit of these goals the College adopted a set of principles and practices to support decision-making about the operation and further development of graduate programs at the College. It also established important benchmarks to assess the progress of current graduate programs towards achieving these goals. In this endeavor, CAP's role has been, in partnership with the Provost and Dean of Graduate Studies, to engage Faculty in discussions of their progress towards the implementation of Task Force recommendations, including considering how Faculty position requests and curricular changes might help achieve specific benchmarks for graduate programs.

While CAP is encouraged by some of the accomplishments to date toward overall organizational and administrative consolidations and their associated cost savings and operational enhancement, CAP emphasizes the importance of continuing these efforts. CAP remains concerned about program-level achievements to address the institutional vision of our distinctive academic model as described by the Task Force, in particular the recommendation in the Principles and Practices for Graduate Education highlighting the importance of fostering vertical integration between undergraduate and graduate programs, and horizontal integration among Departments (including those without graduate programs).

CAP's sense is that, while most graduate programs have taken some initial steps to achieve program transformation and reduce costs; there is still much more to be done with regard to the most important challenge of graduate education at Bryn Mawr—achieving the Task Force strategic integration goals both across graduate programs and in particular, integration with undergraduate education. This spring CAP had the opportunity to meet with the Graduate Group in Archaeology, Classics, and History of Art to discuss these issues in the context of two Department position requests. As a result of this conversation and subsequent conversations with both the Graduate Dean and the Provost, CAP believes that we still have much work to do together to achieve the kind of integration envisioned by the Task Force. Too often graduate and undergraduate programs put a low priority on curriculum and staffing plans that go beyond departmental interests, creating what might be called “silos” within the College. Such silos cannot be sustained; they are a threat to graduate education at the College as well as a serious obstacle to our efforts to innovate and further distinguish ourselves as a top liberal arts College.

In keeping with the fundamental tenet that undergraduate education is the primary mission of the College, CAP will continue its efforts to encourage and support the achievement of appropriate academic and fiscal benchmarks and to ensure that overall graduate education, as well as all individual graduate programs, operate with consideration of the needs and resources of the College as a whole.

### **Other CAP Statements:**

- **CAP statement on the College's Post Bac Program** (to be provided in a May Interim Report)
- **CAP statement on the collection and interpretation of academic program data** (to be provided in a May Interim Report)

- **CAP statement on departmental support for College programs** (to be provided in a May Interim Report)
- **CAP statement on the Asch Center** (to be provided in a May Interim Report)

### **Regular CAP Activities:**

In AY 2008-2009 CAP held numerous meetings as part of its ongoing responsibilities for setting academic and institutional priorities. This typically included meetings with Departments and Programs submitting position requests. In addition, the CAP Chair met individually with a number of individual Department and Program chairs as part of this assessment process.

In AY 2008-2009 CAP held two (2) meetings with President McAuliffe, two meetings with the College's CFO, two (2) meetings with the Graduate Dean, a meeting with the Committee on Appointments (CA), two (2) meetings with the Chair of the Curriculum Committee, two (2) meetings with representatives of the Curricular Renewal Working Group, a joint meeting with the GSSWSR Director and members of the GSSWSR Policy Committee, a meeting with the leadership of the Graduate Group, a meeting with members of the Junior Faculty, a meeting with the Abu Dhabi Working Group and subsequent meetings with Working Group representatives with prior CAP service, as well as a meeting with the Coordinator of the College's Environmental Studies Program. CAP met with the College Registrar and other members of the Provost's staff. In addition, CAP held two (2) meetings with the leadership of our Haverford counterpart committees, the Educational Policy Committee (EPC) and the Faculty Committee on Academic Enrichment (FCAE).

CAP members have continued to participate in the College's external review process for Departments and Programs. This year these have included Biology, Cities, and the C-Sem Program.

CAP and Committee on Appointments (CA) will meet in late April to review and approve the advertisements for the AY 2008-2009 approved positions (for search in AY 2009-2010). These searches will come under the auspices of CA at the end of the academic year. The two committees consider the transmission of information from CAP to CA of critical importance for the search process. CAP notes that in its communication to Departments preparing advertisements, CAP explicitly encouraged Departments with approved searches to use language in their job ads that will maximize the number of underrepresented groups in the search pool.

### **CAP's Objectives and Operating Procedures:**

CAP's work continues to emphasize the need to make each long-term Faculty position (new and replacement) maximize its benefit both to the Department who receives it, and to the College as a whole. As originally noted in CAP's AY 2005-2006 Report to the Faculty "a responsible setting for academic priorities requires that all Departments and Programs consult and collaborate with allied fields in some fashion and configure their requests with regard to existing Faculty resources, programs and future curricular objectives as these are envisioned in the larger academic world."

In AY 2009-2010 CAP will continue to require all Departments and Programs submitting position requests to up-date/provide a long-range plan that outlines their goals in relation to the College's mission, their Department/Program staffing needs, and the future intellectual and pedagogical directions of their specific academic area. If the request has major new institutional costs associated with the position, e.g., laboratory construction and/or renovation, an estimate of these costs will be required as part of the overall review process (the expense should be identified by the Department at the time of submission, and a cost estimate and its institutional implications should be provided to CAP by the Provost at the time of CAP deliberations). It is important to state that while CAP must be mindful of institutional priorities, its

evaluation of position requests is focused primarily on the academic value of the proposed position to the Department/Program making the request and to the College as a whole.

CAP will examine all FY 2009-2010 position requests in terms of:

- the position's contributions to short and long term departmental/disciplinary directions,
- its relation to existing Faculty resources within and across Departments,
- its relation to academic priorities and the College's mission,
- the position's ability to help meet the demands of our sabbatical leave policy, and
- its impact on Bi-College cooperation.

CAP will also continue to be cognizant of the importance of providing opportunities to enhance the diversity of our Faculty. This will include a requirement that all submissions contain specific information on the potential candidate pool from underrepresented groups within the professional discipline(s) being recruited and the specific area(s) proposed in the position description. All position requests must identify how the position description has been defined so as to attract candidates from underrepresented groups. Departments and Programs will need to include relevant professional educational association data on minority recruitment if available. In addition, CAP will be cognizant of the College's guidelines on the nature of CNTT appointments and CAP will continue to follow the AY 2008-2009 CAP guidelines for the "Conversion of Interim/Non-Tenure Track Positions to Tenure Track or Continuing Non-Tenure Track Positions."

In developing a long-term plan to support a position request, CAP wishes to emphasize again that long-range planning should be understood, not as a specific contract, but as a road map. Whatever is being requested needs to be put in the context of a thoughtful plan. CAP needs this kind of comprehensive planning to understand the value of the position to the individual Department/Program and to the College as a whole. This provides CAP with a multi-year context from which it can efficiently assess the proper allocation of limited College resources by matching them with evolving and/or developing needs.

As a deliberative body, CAP reviews each position request, both in terms of its own merits and in terms of its long-term impact on the curricular and financial interests of the College. After reviewing each initial request, CAP makes itself available to meet with Department and Program leaders to help in the development of a full proposal. In December and January CAP thoroughly reviews each proposal and consults with the Provost for additional information. CAP then typically sends each Department and Program requesting a position a set of specific questions that have emerged from CAP deliberations. While CAP expects a written response to these questions, CAP always meets in person with the individual Departments and Programs to ensure transparency and a thorough understanding of the information provided. CAP typically invites the Provost to be part of these additional discussions. Once all this information is available, CAP members independently rate each position request and then rank all requests within the TT and CNTT categories. If any CAP member believes that additional information is required, an effort is made to obtain that information and it is incorporated into the overall discussion. At this point, there may be one or more CAP discussion of each proposed position. Finally, based on all available information and discussions, CAP members will vote in favor of or against approving each position, sharing with other members the rationale that supports their view. At this point, if there are any serious disagreements, additional discussions take place with the intent of reaching a consensus. Once CAP comes to a consensus, CAP consults with the CFO, Provost, and President in the hope of achieving mutual agreement and Presidential authorization for CAP's decisions.

## **Other issues**

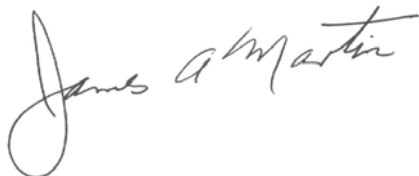
### ***Bi-Co Cooperation:***

This year CAP gave special attention to enhancing our Bi-College cooperation. While there are many inherent differences in the cultures and operating procedures of our two institutions that often act as barriers to effective collaboration and cooperation, CAP is pleased to report that it has had very thoughtful and cooperative conversations with the leaders of our Haverford counterpart committees (Roberto Castillo – EPC and Maris Gillette – FCAE). We expect these conversations to continue. While CAP remains committed to building Bi-College relationships, CAP notes as it did last year, the importance of continued encouragement by the Trustees, President, and Provost in promoting a climate of mutual interest and cooperation among Faculty, administration, and students in both institutions.

### **Concluding Statement:**

The AY 2008-2009 CAP would like to acknowledge the important support that it has received from the Chair of the Curriculum Committee, Ignacio Gallup-Diaz, in support of the curricular renewal process. CAP also wishes to thank Provost Kim Cassidy for her commitment to our work and to the spirit and practice of shared governance.

### **Respectfully submitted for CAP by:**

A handwritten signature in cursive script that reads "James A. Martin". The signature is written in dark ink and is positioned above the printed name.

**James A. Martin – Chair**

### **Enclosure:**

April 10, 2009, Memorandum to President Jane McAuliffe  
Subject: Tenure Track and Continuing Non-Tenure Track Positions Requests for AY 2007-2008

*Committee on Academic Priorities*

**Jim Martin, Chair** (AY05-AY09), Associate Professor, Social Work and Social Research

**Stephen Salkever** (AY07-AY10), Professor, Political Science

**Michael Noel** (AY08-AY11), Associate Professor, Physics (Chair-Elect AY09-10)

**Pim Higginson** (AY08-AY11), Associate Professor, French

**Anjali Thapar** (AY08-AY11), Associate Professor, Psychology

**Michael Tratner** (AY09-AY12), Professor, English

B R Y N M A W R

10 April 2009

Memorandum through Provost Kim Cassidy

To: President Jane McAuliffe

CC: CFO John Griffith

From: Committee on Academic Priorities

Subject: Tenure Track and Continuing Non-Tenure Track Positions Requests for AY 2007-2008

**Introduction:**

Consistent with the College's Plan of Governance and the joint authority of the Faculty and the Administration over academic positions, the Committee on Academic Priorities (CAP), representing the authority of the Faculty and in the spirit of mutual responsibility, submits its approved positions for your consideration. Based on your authorization, these positions would be filled beginning in AY 2010-2011, for which a national search would be conducted in AY 2009-2010.

CAP, representing the General Faculty, has approved three of the eight Tenure-Track (TT) position requests identified for consideration in AY 2008-2009. CAP did not approve any of the four Continuing Non-Tenure Track (CNTT) requests received this academic year. All CAP decisions were made in consultation with the Provost and the CFO.

**The three approved TT positions are in Greek, Latin and Classical Studies (Classics), Economics, and History of Art.** Each position represents an existing permanent authorization. Taken together these three positions do not increase the overall size of the permanent Faculty. While approving these three positions, CAP asks you to endorse a long-term plan to reduce three TT Faculty lines—one in Classics and two in the Graduate School of Social Work and Social Research.

Included in this memorandum is CAP's assessment of all requests submitted this year, as well as a discussion of the related staffing issues.

## **Background: CAP's Objectives and Operating Procedures**

In evaluating these proposals and other related staffing issues, CAP has emphasized the importance of considering the long-term benefits of each request to the department who requests a position and to the College as a whole. CAP has also been conscious of its role, under the College Plan of Governance, for determining academic priorities and advising the Administration on institutional priorities. Following the philosophy originally articulated by the AY 2005-2006 CAP, we continue to believe that “a responsible setting for academic priorities requires that all departments and programs consult and collaborate with allied fields in some fashion and configure their requests with regard to existing Faculty resources, programs, and future curricular objectives as these are envisioned in the larger academic world.”

This year CAP has been cognizant of the evolving fiscal challenges confronting the College. CAP has also incorporated initial information emerging from the jointly sponsored CAP and Curriculum Committee *Curricular Renewal Working Group* in our decision making process. It is important to point out that our decisions were made principally on the merits of the individual academic proposals.

As in AY 2006-2007, CAP asked all Departments and Programs submitting requests to CAP to provide a long-range plan that outlines their goals in relation to the College's mission, their Department/Program staffing needs, and the future intellectual and pedagogical directions of their specific academic area. Most departments and programs successfully complied with this request and this information was very helpful in the CAP evaluation process. The requirement for a current long-range plan will continue to be a part of the CAP evaluation process in considering all future position requests.

As with previous CAPs (since AY 2005-2006), we have examined each position request in terms of:

- its contributions to short and long term departmental/disciplinary directions,
- its relation to existing Faculty resources within and across Departments,
- its impact on Bi-College cooperation,
- its relation to academic priorities and the College's mission,
- the position's ability to help meet the demands of our sabbatical leave policy
- the importance of opportunities to enhance the diversity of our Faculty, and for CNTT requests,
- the established guidelines on the nature of CNTT appointments.

CAP provided each Department/Program with a written response to their initial request and we asked Departments/Programs to respond to CAP questions and concerns. In most cases Departments and Programs provided a written response. CAP subsequently met with Department/Program members to further address these issues. The exceptions to these procedures involved Departments/Programs where CAP did not require additional information and/or where the original proposal was withdrawn by the department either before or after CAPs initial review of the documents submitted.

CAP reviewed all information provided and deliberated on each position request based primarily on its merit. CAP invited the Provost to participate in its initial review of each request, in its departmental/program meetings, and in CAP's subsequent deliberations. On a few occasions, additional Department and Program data were requested from the Provost's Office.

## **CAPs Response to Departmental and Program Requests:**

All of the positions that CAP approved are positions that represent longstanding commitments of FTE in the College and in one case (Classics), CAP has also made a decision that includes a reduction of a permanent Faculty line. The intent of these reductions (as well as reductions in the GSSWSR staffing) is to establish staffing levels and corresponding curriculum consistent with the current needs and resources

of the College. While the full benefit of these reductions will not be achieved in the immediate future, adjusting the curriculum now to fit these staffing levels will allow the College to deploy excess FTE staffing to reduce the need for other Faculty resourcing (e.g., interim hires for CSems, Sabbatical leave coverage, and in the case of the GSSWSR, support for other graduate and undergraduate Faculty requirements). In each case, these Departments will be able to bring future staffing requests to CAP based on new requirements.

In the case of the denial of the Biology request, CAP's decision was not made on the merit of the position (which is strong), rather the decision reflects CAP's concern over the timing of a new hire in a Department that has had multiple hires in the last few years. CAP believes that this position will be favorably considered by a future CAP (hence we do not see this as a reduction in overall College permanent Faculty staffing). In the case of the denial of the Peace and Conflict Studies Program request, CAP believes that further development of collaborative Department-Program relationships (College and Bi-College) are required as well as further CAP evaluation of ways to sustain Program staffing at the College. CAP's decisions concerning French and Italian reflect the need for further progress in the College's curricular renewal process.

In the cases of the three positions approved, CAP believes that the Departments will be able to use these positions as an opportunity to reexamine departmental priorities and as an opportunity to reinvent themselves in such a way as to make (in CAP's opinion) better use of their existing resources and to better use these requested positions—both for themselves and for the broader College curriculum.

***Summary list of requests and actions taken:***

**Requests for TT Positions:**

(Approved) The Department of Economics (a fifth position)

(Approved) The Department of Greek, Latin and Classical Studies (Classics)

(Approved) The Department of History of Art

(Denied at this time) The Department of Biology

(Denied) The Department of Economics (a 6<sup>th</sup> position in the Department)

(Denied at this time) Peace and Conflict Studies Program

(Withdrawn) The Department of Psychology

(Withdrawn) The Theater Department

**Requests for CNTT Positions:**

(Deferred) The Department of French

(Deferred) The Department of Italian

(Denied) Computer Science Program

(Withdrawn) The Department of German

***CAP statements reflecting TT decisions:***

**The Department of Economics** requested two tenure-track positions to be filled in AY 2009-10 as part of its ongoing efforts to rebuild the Department in light of the curriculum review completed in 2006-07,

the retirement of one Faculty member in 2007, and the departure of another member in 2008. According to their request, these departures have reduced the size of the Economics Department from five to three FTEs. Last year (AY 2008-2009), CAP recommended and the President authorized a search for a Tenure-Track Assistant Professor in Economics. This search was authorized by CAP as a broad search that would solicit applications from individuals with field specialties in quantitative methods (stats/econometrics) or domestic social policy. The Department identified these two areas as of most importance for the Bryn Mawr economics program, the Bi-College economics offerings, and the Bryn Mawr College curriculum. It was the Department's expectation that a new hire would be able to support one of these two needs, as well as provide curricular support to other essential elements of the Economics program (i.e., introductory courses, other required courses, field electives, and thesis supervision). In the current request, the Department has asked for authorization for a Tenure-Track position to bring the Economics Department back to five FTEs, its size prior to the two recent departures and based on (what had been hoped would be) a new hire beginning in AY 2009-2010, the area of most need would then be clear (quantitative methods or domestic social policy). The Department expressed the hope to meet this need with a fifth Tenure-Track position. The Department has also requested a sixth Tenure-Track line (discussed with CAP last year but a decision was deferred by CAP). Unfortunately, the current TT search failed and the Economics Department remains staffed with a permanent Faculty of three.

**CAP approves the request for a fifth Faculty position and denies the request for a sixth position.**

CAP has reviewed the Department's proposal and its long-range plan, has met with members of the Department, and has discussed this request with the Provost. CAP has also taken into consideration this year's unsuccessful search. In response to CAP's request, the Department developed a long-range plan for operating with five TT Faculty, and CAP sees this as a suitable and sustainable size. CAP applauds the ways that the Economics Department has contributed to outside programs at the College, for example Environmental Studies. CAP expects these contributions to College-wide needs to continue going forward. Based on these considerations, CAP approves the fifth position, but denies the request for a sixth position. CAP further approves that the search for the fifth TT Faculty member occur simultaneously next year with the repeat of the search for a fourth Department member.

CAP is taking this unusual action with regard to the conduct of two departmental searches in one year because we are committed to restoring the viability of this Department and because we believe that the current economic climate may provide an opportunity to attract exciting candidates in this very difficult to staff academic discipline.

One of the two new hires may be at the level of advanced Assistant Professor in order to stagger these new Faculty members' tenure cycles. The two positions may be advertised separately or together, with the Department specifying a range of possible fields of expertise. If the opportunity is present, the Department is encouraged to try to be preemptive in recruiting one candidate early in the fall of AY 2009-2010.

**The Department of Greek, Latin and Classical Studies (Classics)** requested a Tenure-Track position at the rank of Assistant Professor whose primary focus is on Greek and who would also be expected to contribute to one or more interdisciplinary programs. The Department pointed out that with the retirement of the senior Hellenist in January 2010, the two-college Classics program will have only one full-time Greek teacher between the two campuses. It believes that a second Hellenist is required to maintain Greek language at all levels and to offer courses related to Classical Civilization on both campuses. This position is also needed to continue the Classics graduate program. While the Department believes that an ideal candidate would have an expertise in Greek poetry--epic, lyric, tragedy and comedy, it also wants to attract the broadest possible pool and so does not wish to limit the definition of the position to Greek poetry.

The Department points out that two new hires at Haverford (2006, 2008) have allowed the two Departments to better coordinate courses and provide mutual support across lower and upper level courses. The Department notes that while Haverford contributes to these Classical Culture courses, the focus in their research interests on Latin literature and Roman civilization (especially after the recent hires) means that the majority of the Greek culture courses for this Bi-College major must continue to be taught on the Bryn Mawr campus.

### **CAP approves this request.**

CAP has reviewed the Department's proposal and supporting documentation, including the Department's long-range plan. CAP has met with members of the Department, as well as representatives of the Graduate Group (CAP reviewed the Graduate Group's long-range plan which included a proposed reduction of the overall staffing of the Department from five to four). CAP has discussed this request with the Provost. CAP has also reexamined the recommendations of the Task Force on Balancing Mission and Resources (approved by the Trustees in April 2008).

CAP endorses the Department's need for a broadly defined Hellenist, in particular to support the study of classical civilizations at both Bryn Mawr and Haverford, as well as to support the Classics graduate program and the Graduate Group as a whole. CAP believes that an ideal candidate would have broad rather than narrow expertise and be able to enrich the Bi-College curriculum in Classical Culture and Society.

While CAP recognizes the contributions of the Department to the College as a whole and to the Bi-College community, based on the information made available, CAP believes that the Department can reduce its overall permanent staffing from five to four FTE authorized positions. CAP believes that as of AY 2009-2010 the Classics Department should begin operating at a staffing level of four FTE. While the addition of a TT Faculty member (as described in this proposal) will maintain the Department temporarily at an FTE of five, the Department's curriculum (and five year plan) must be based on the lower staffing level and any excess FTE will be made available for the Provost to allocate in ways that best meet the overall needs of the College. At the time of the next Faculty member loss in the Department, CAP would not expect to receive a staffing request from the Department unless there had been some substantive change affecting the Department's future staffing requirements.

While CAP understands that this reconfiguration to a permanent staff of four FTE is a challenge, CAP also believes that it is possible for other members of the Graduate Group to step up and assist in staffing related graduate and undergraduate courses. This kind of joint planning must be a part of the Graduate Group strategy for dealing with the number of expected transitions that will occur within the represented Departments over the next five to seven years.

**The Department of History of Art** has requested a Tenure-Track position in the History of Art with a specialization in medieval art and architecture. The request describes this as an area of art historical expertise that spans from the late antique to the early modern, considers material culture ranging from the built environment to the illuminated manuscript, and engages Western European, Byzantine, and Islamic contexts. The request is based on the planned retirement of a current Faculty member and the position is described as anchoring not only the Department of History of Art but such interdisciplinary endeavors as the Program in the Growth and Structure of Cities and the integrative enterprise of the Graduate Group. Because of the career pattern of the current permanent Faculty in the Department, the request is for an authorization to hire at an advanced Assistant or Associate level. In discussions with the Department,

there was recognition by the Department members of the importance of using this position as an opportunity to recruit a scholar who is also trained in Byzantine and/or Islamic art.

**CAP approves this request with the following specifications:**

- The advertisement for this position must specify “expertise in Medieval and Islamic art and architecture and a willingness to teach in both areas.” CAP also requires that a successful candidate meet these criteria with regard to both Medieval and Islamic expertise and willingness to teach in both areas.
- The position is approved at the level of beginning Assistant Professor.

CAP has reviewed the Department’s proposal and supporting documentation, including the Department’s long-range plan and various letters of support from other Departments. CAP has met with members of the Department, as well as representatives of the Graduate Group (CAP has reviewed the Graduate Group’s long-range plan and CAP has discussed this request with the Provost). CAP also reviewed staffing and program information from six other peer departments at colleges identified by the Department Chair (as suggested by the Department). CAP obtained information from the Director of Admissions on prospective student interest in this discipline as compared to other areas of student interest. In addition, CAP reviewed earlier CAP Reports highlighting staffing decisions and associated requirements expected of the Department with regard to leave replacement and service to the College.

CAP acknowledges the importance of the specialization in Medieval art and architecture to the Department and the critical value of this position to the Department’s long and distinguished reputation in both undergraduate and graduate education and CAP understands the critical importance of this position to the success of the Graduate Group as a whole. CAP also appreciates the contributions of the Department to other College Departments and Programs, and is pleased to see that the Department will be contributing to the College Seminar in the next academic year. CAP also understands the particular burden that falls on the History of Art Department because of the absence of a Haverford counterpart department.

In addition, CAP acknowledges the day-to-day staffing and leadership challenges that have been created over the past few years because of the unique career patterns of the current permanent Faculty in the Department. CAP notes that while the Department has seven tenure-track Faculty members, because of unique personnel arrangements, the Department has actually functioned for the past few years with the equivalent of slightly less than six full time FTE, including an FTE position in the area of Film Studies which, by the Department’s statement to CAP, has significantly enriched the Department’s curricular offerings.

In meeting with the Department, CAP has expressed its concern about the absence of any full-time Tenure-Track Faculty member who has a non-Western specialization. Department members agreed that this was an issue they have been trying to address with their interim hires, and they proposed that the current concentration of positions in European Art provides room for change in the future. CAP believes that this current request provides an important opportunity to enhance the College’s offerings in non-Western curriculum and provides a small step in alleviating what is, based on comparisons with other peer departments, an important lacuna with respect to the coverage of cultures outside the West. CAP expects that the next position requested by the Department will be a full-time non-Western position.

The Department agrees that it will not require expanding the Department in order to expand into new areas. Rather, with the current position, the Department will begin the process of rethinking its program offerings in ways that can better connect to the College’s increasing interest in the non-Western world. This is not a goal that CAP expects to be fully achieved in the short term. CAP is nevertheless hopeful

that a new trajectory can be established by requiring that this current position include, along with Medieval expertise, an expertise in Islamic art and architecture, and a willingness to teach in both areas. In addition, CAP agrees with the Department on the importance of a future full-time non-Western position and CAP expects that this will be achieved with the next appointment in the Department. CAP recognizes that there will likely be considerable personnel turnover over the next five to seven years. With this in mind, CAP asks the Department to begin a long-term planning process now.

CAP is not convinced that the current personnel situation in the Department requires hiring at a more senior level. CAP asks all senior members of the Department to consider how they may better contribute in meeting the Department's administrative/advising responsibilities, as well as how they can provide leadership contributions to meet current and future Department needs.

**The Department of Biology** has requested a Tenure-Track Faculty position in Ecology, at the level of Assistant Professor, to replace a departing member of the Faculty described as essential in assuring adequate representation of ecological and environmental perspectives in the Biology curriculum, and as an essential contributor to the Environmental Studies (ES) Program. The Department notes that the sub-discipline of Ecology plays a critical position in the general area of Biology and that Ecology represents a core component of the College's Environmental Studies program. The Department hopes to seek a broadly trained empirical (field) Ecologist with research and teaching interests that will enhance the ES program, for example with studies of habitat fragmentation or other areas related to conservation biology. By conducting an open search, the Department anticipates attracting a large number of excellent candidates with diverse interests and offering the opportunity to identify those whose versatility will best serve the needs of the Department and the College. The Department notes that while it might seem odd to request a position for an Ecologist when the Biology Department has just hired a Computational Ecologist, the Computational Ecologist position was conceived to strengthen expertise in computational biology (and computational approaches in science in general), rather than with a primary concern for addressing needs in Ecology alone. The Department points out that when the new position in Computational Ecology was approved, it was their understanding that a single ecologist in the Department was not adequate to meet the needs of both the Department and the Environmental Studies program, and that the underlying necessity for two Ecologists remained unchanged.

**CAP denies this request at this time.**

CAP has reviewed the Department's proposal and its long-range plan. CAP has met with members of the Department, as well as a representative of the Environmental Studies program. CAP is acutely aware of the Department's overall workload as well as the Department's important contributions to the Environmental Studies Program, the pre-medical program, and the College as a whole. While the justification for this position is sound, CAP is concerned with the timing of the proposed hire. The Biology Department has hired three tenure line and one Continuing Non-Tenure Track Faculty members in the last three years, including this year's successful hiring of a Computational Ecologist. Haverford College has also begun expanding in the area of environmental science, with a hire this year in Environmental Chemistry and a planned hire in Environmental Biology. Given this level of turnover, CAP believes that it would be best not to fill this position next year and allow some additional time for the Department to adapt to these personnel changes, as well as the Bi-College Environmental Studies Program additions. In particular, CAP believes that the input of the new hire in Computational Ecology is critically important to any future hire (as it would be in an area of his field of study) and that our new colleague's ability to contribute to a Tenure-Track search will be greater if he has sufficient time to become acclimated in the Department and the College. While CAP denies this request, we look forward to a future proposal that addresses the needs of the Biology Department and evolving environmental science initiatives both here and at Haverford College.

**Peace and Conflict Studies Program (PACS)** requested a Tenure-Track position with a specialization in the Middle East. This position was described as meeting important needs in the two-college's Peace and Conflict Studies Program and serving as an integral part of the Middle East Studies Initiative. The submission describes the proposal as rooted in the need to staff the PACS Program's core courses each year, to maintain the range of courses offered to students in the Program, to provide direction for the Program, and to sustain the College's social science offerings on the contemporary Middle East and in the proposed Middle East Studies concentration. The request was for an appointment of a social scientist and was not meant to be a substitute for humanities or language courses in Middle East Studies. The emphasis was described as "Peace and Conflict Studies and the Middle East". The submission suggested that the College has made great strides in both concentrations in the past three years, and that this proposal seeks to make these offerings a more permanent part of our curriculum. Consequently, as described in the submission, the opportunity to use PACS and the Middle East commitments in a complementary manner to fill a longer term need in the area of the social sciences is identified as an appealing and central aspect of this proposal.

**CAP denies this request at this time.**

CAP has reviewed this proposal as well as a number of very thoughtful and convincing letters of support from Bryn Mawr Departments and Programs. CAP has also discussed this proposal with the Faculty colleague who submitted the request. In addition, CAP has discussed this proposal with the Provost and with CAP's Haverford counterparts.

CAP recognizes that the Peace and Conflict Studies Program serves college-wide and Bi-College goals and that this proposal is intended to help ensure the vitality of the PACS program as well as contribute to the Middle East Studies concentration. CAP also notes that there are a number of courses currently available to students with an interest in this area, courses that provide PACS a real presence in the curriculum.

This proposal raised several questions for CAP. The first concerns the relationship of this position to the Middle East Studies Program and to the five Departments mentioned in the proposal. The second stems from questions regarding the current status of Haverford's commitment to a Bi-College PACS program.

With respect to the first issue, while CAP notes that the current proposal does include thoughtful supporting statements from Programs and Departments mentioned in the proposal, none of these Departments or Programs has considered committing their own FTE staffing in support of establishing this position. Their statements to CAP indicate that, while interested in benefiting from the proposal, they are not active participants in the leadership of this Program. For this to be a supportable proposal, it would require a submission from a PACS steering committee with evidence that the associated Departments and Programs involved were meaningfully committed over the long term to supporting and sustaining this effort—including a potential commitment of FTE staffing.

CAP requires a statement from all counterpart programs at Haverford. The current PACS submission does not contain a supporting letter from Haverford. CAP is aware that there is a process underway at Haverford to hiring a new Faculty member for what is currently described as a program in "Peace, Justice, and Human Rights." CAP was also informed by its Haverford counterpart committee chairs that they expect the Haverford program to develop independently of the current Bryn Mawr PACS Program. CAP believes that the current uncertainty of the Bi-College relationship suggests a value in delaying any Bryn Mawr TT commitment at this time.

CAP notes the challenges of dedicating staffing to any program given the current organization and operation of a small Faculty in an institution in which the primary Faculty identity is departmental. This

greatly inhibits any non-traditional approach to staffing. On the other hand, CAP does realize that alternative structural models to the departmental one need to be considered if the College is to be as flexible as possible in responding to emerging curricular and scholarly priorities. We hope that one of the eventual outcomes of the current curricular renewal process will be an examination of better ways to organize and support Faculty assignments, allowing for additional flexibility in staffing arrangements. This is a topic that CAP will take up in AY 2009-2010 as part of an examination of departmental support for current Programs.

While CAP recognizes and endorses the importance of PACS contributions, and encourages greater leadership involvement by those Faculty committed to this area of the curriculum, CAP is not willing to commit TT Faculty resources to this Program at this time.

**The Department of Psychology** requested a Tenure-Track position in Health Psychology, specifically in Psychoneuroimmunology. This choice of area was stated as reflecting the Department's strong commitment to an integrative approach toward understanding behavior that is captured under the rubric of a biopsychosocial perspective. A biopsychosocial perspective was described as becoming the dominant paradigm in many fields, ranging from physical medicine to mental health to criminal justice. The Department expected that the hire would teach a basic course in Psychoneuroimmunology and a course in the psychology of stress and stress management. The specific position was intended to bolster the Department's position as a natural science while at the same time being of interest to the broad range of students both majors and non-majors. The Department expected that the person holding the position would be able to contribute to College programs in a number of ways. A Psychoneuroimmunologist could be a major contributor to the College's wellness program. Since Psychoneuroimmunologists are often interested in stress management, the Department thought that this hire may well be of interest to a variety of programs to which stress management is a topic of concern.

CAP reviewed the materials submitted requesting authorization for this position and subsequently offered the Department an opportunity to further clarify its request. CAP acknowledged the popularity of this major, the large number of students taught, and the apparent staffing needs caused by TT Faculty who are not fully available to contribute to the Department's efforts. In this regard, CAP encouraged the Department to make a proposal to the Provost for one or more long term adjuncts to meet the staffing requirements caused by this situation. CAP noted that a long term adjunct would allow the Department an opportunity to test out the idea of committing TT FTE in a new area like Psychoneuroimmunology. CAP noted that if the Department believed that it requires additional permanent TT staffing, beyond current authorizations, that the Department needed to make a compelling case for this additional TT investment, including providing CAP with a complete five-year staffing plan and evidence of collaboration on the proposal with other College and Bi-College stakeholders. **The request was subsequently withdrawn by the Department.**

**The Theater Department** intended to request a new TT line for a stage director with a secondary expertise in acting, or playwriting and new play development. The Department noted that, with the renovation of Goodhart Hall, they will have the opportunity to honor longstanding demand for additional productions of plays; that there is a steep increase in the number of students wishing to pursue Independent Majors in Theater and requiring advising and supervision; that they have a desire to work with the English Department on the renovation of our curriculum in Drama; and that they would like to have the ability to participate in teaching College Seminars. The Department noted that they welcome the invitation and the request from Haverford College to begin to offer more courses and to produce plays on the Haverford campus. This request for a stage director was intended in the context of a long-range plan for the Theater Program which will take into account numerous productive but nuanced partnerships: with Haverford, with the BMC English Department, with the Headlong Performance Institute, and the other Arts Programs at Bryn Mawr. **This request was withdrawn by the Department before a CAP review.**

***CAP statements reflecting CNTT decisions:***

**The Department of French** requested that a current temporary position (NTT) be converted to a Continuing Non-Tenure Track (CNTT) position devoted to coordinating and teaching the intensive language track and the advanced 200-level language course. **This request was not acted upon by CAP because of pending CAP/CC Curricular Renewal decisions.**

**The Department of Italian** requested a continuing non-tenure track (CNTT) position devoted to coordinating and teaching first and second year Italian, the intensive language track, and the advanced 200-level language course. The position would require a Ph.D. in linguistics and/or Italian Studies and/or Italian for foreign students and/or Romance Languages with Italian as first language. *Note: Italian is filling a previous TT position with a long-term contract hire.* **This request was not acted upon by CAP because of pending CAP/CC Curricular Renewal decisions.**

**Computer Science Program** requested a Continuing Non-Tenure Track position for a Computing Laboratory Instructor/Lecturer. This position would take charge of designing, managing, and teaching introductory computing courses.

**CAP denies this request.**

In evaluating this request, CAP considered the Program's workload, including recent growth in the number of students in the Program. CAP also recognized the Program's efforts to both coordinate and collaborate with other Departments and Programs at the College. After reviewing the information provided and consulting with the Provost, CAP decided to deny this request. CAP believes that the current status of Computer Science Program does not warrant a commitment of additional permanent staffing at this time. In making this decision, CAP wishes to assert its belief that Computer Sciences is a valuable major with a very bright future at Bryn Mawr. CAP believes that as the Program continues to recruit students, the Program will be in a position in the future to advocate for and justify additional staffing.

**The Department of German** requested that a current temporary position (NTT) be converted to a Continuing Non-Tenure Track (CNTT) position devoted to coordinating the Department's language program and to teaching elementary, intermediate, and advanced language and culture courses. The position would require a Ph.D. in German. **This request was withdrawn before a CAP review.**

**Other Staffing Recommendations:**

**Graduate Education at Bryn Mawr and Graduate School of Social Work and Social Research**

CAP has met twice this year with the Graduate Dean and the Provost to discuss graduate education at Bryn Mawr. CAP endorses the report (draft) prepared for the Administration and Trustees detailing the progress that has been made to date in the implementation of the earlier recommendations made by the Task Force on Balancing Resources and Mission. CAP will continue to monitor this progress and will remain engaged with the Dean and Provost in working toward enhanced integration of undergraduate and graduate education at the College so as to produce resource flexibility, efficiencies and enhanced learning opportunities for all students. CAP will also continue to promote our College's collective efforts to shape and deliver mission-focused educational experiences through multiple strategies which include offering a select number of graduate programs suitable to the scale, scope, and nature of our small, liberal arts undergraduate environment. In this regard, CAP has and will continue to evaluate all position requests with regard to these goals. CAP has also ensured that Faculty currently engaged in graduate education,

including a member of the GSSWSR, are participating in the CAP – Curriculum Committee sponsored curricular renewal process.

### **Graduate School of Social Work and Social Research (GSSWSR)**

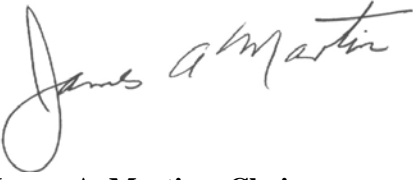
In addition to meeting with the Graduate Dean, CAP has met with the GSSWSR Director and its Policy Committee (elected Faculty and students). CAP would like to compliment the Graduate Dean, the GSSWSR Director, and the GSSWSR Faculty for their efforts to embrace the guidance provided by the Task Force on Balancing Resources and Mission. To date, the GSSWSR has achieved a number of important curricular initiatives including:

- Enrolling twenty-nine undergraduates in four GSSWSR master-level courses (with the number of GSSWSR classes approved by the undergraduate curriculum committee likely to grow to six next year).
- Assigning two Faculty members to teach in an undergraduate Department (Economics and Political Science) and planning for three Faculty to teach a total of four courses in undergraduate Departments next year (Economics, Political Science, and Sociology) and one Faculty member at Haverford (Political Science).
- Providing an opportunity for a GSSWSR Faculty member to jointly design and teach a mixed undergraduate-graduate course with a colleague in an undergraduate Department (Psychology)
- Providing opportunities for undergraduate students doing community service and Praxis to participate in an integrative seminar with GSSWSR students who are in field placements in the same community.
- Linking the Social Work Doctoral Program with the College's Graduate Education through shared courses, the use of the Center for Child and Family Wellbeing to embrace scholarship occurring in other College Departments, participating in the development of the Dean's Certificate in Pedagogy, and full participation in the Graduate Council.

At this time, and in line with the recommendations made by the Task Force on Balancing Mission and Resources and the efforts being lead by the Provost, Graduate Dean, and GSSWSR Director to design an exciting curriculum with a smaller Faculty, CAP endorses the GSSWSR intent to adopt a smaller TT staffing structure. Currently the GSSWSR has twelve TT Faculty members, one continuing Visiting TT Faculty member, and a Director (as well as support staff who contribute regular courses). These are in addition to the community adjunct Faculty hired to teach and serve as field liaisons on a regular basis. Beginning in AY 2009-2010, CAP encourages the GSSWSR to begin offering a curriculum built around a permanent staffing of 10 TT FTE plus the Director (who is expected at some point to provide an additional .5 FTE). CAP envisions that the GSSWSR will continue to admit relatively small classes and this TT Faculty resourcing should be sufficient. While CAP recognizes that the current Faculty FTE will result in some excess staffing, this plan should allow the GSSWSR to reduce the need for some community adjunct hires (although CAP recognized that the GSSWSR needs to employ active social work practioners to support some of its practice courses). CAP intends that any excess FTE resources will be available for the Graduate Dean and the Provost, in collaboration with the GSSWSR Director, to deploy in support of the overall goals established by the Task Force on Balancing Mission and Resources, including the continued integration of the GSSWSR into the larger College (including support for achieving enhanced curricular cooperation in both graduate and undergraduate education).

CAP is enthusiastic in its support for the hiring of a new GSSWSR Director who will lead the future development of a School of Social Work suitable to the scale, scope, and nature of our small, liberal arts undergraduate environment. CAP will meet with the new Director in AY 2009-2010 and offer its continued support for achieving and sustaining a nationally recognized School of Social Work and Social Research

**Respectfully submitted for CAP by:**

A handwritten signature in black ink that reads "James A. Martin". The signature is written in a cursive style with a large, looping initial "J".

**James A. Martin – Chair**