

June 26, 2024

Kate Thomas  
Astrid Lindenlauf  
Michael Noel  
Adrienne Prettyman  
Maja Šešelj  
Cindy Sousa  
Arlo Weil

Dear Kate and CAP colleagues,

Thank you for the 2023-2024 CAP report. Your thoughtful approach and your generous commitment of time supports the College's mission and ongoing work to promote academic excellence.

Each member of this committee brought expertise and a willingness to provide additional service to the College. I send special thanks to Kate Thomas for so ably and with such calm and good humor chairing CAP and for her engaged participation as a Faculty Representative to the Board, Advisory Council, and to the Strategic Foundation Steering Committee. Her leadership, wisdom, and problem solving were deeply valued and appreciated across all of these roles. I am also grateful for the significant service of the other members of the CAP committee and want to recognize the many ways they serve the College through CAP. This includes Maja Šešelj's service on the College Budget Committee, Astrid Linenlauf's work on the Strategic Advisory Group, and Arlo Weil's service on the Rebalancing Faculty Workload Ad Hoc Committee.

**Reflections on CAP's Mission and Role:**

As it does each year, CAP grounded its work in its mission of recommending institutional priorities in the context of balancing College resources. The Committee's work reflects a continued commitment to a deep understanding of the scope and depth of the curriculum, to attention to future needs, to exploration of the needs of different disciplines and programs, and to an understanding of enrollment trends and their impact on faculty workload.

In the academic year 2023-2024, the committee highlighted a need to partner more closely with the Office of Institutional Research, Assessment, and Planning to support and manage its development of faculty data. I am pleased that this year's report reflected this growing partnership. Working with the Provost's Office, the Registrar, and the Office of Institutional Research, Assessment, and Planning enabled CAP to provide information on enrollment pressures. Along with input from academic departments, this information allowed the Committee to coordinate an application process for the two lines created by the College to address the most severe enrollment needs. The Committee's work on this project was essential for the College. Ensuring that students can access the coursework needed to pursue their academic interests is foundational to our educational promise. I want to acknowledge the unique challenges the timeline for approving these two lines created in an environment where job market schedules and hiring timelines are inconsistent across fields.

I would also like to express my support of CAP's efforts to explore the curricular and budgetary implications of any changes in the ratio of continuing non-tenure track (CNTT) and tenure track (TT) faculty. CAP, along with the Provost, can provide a valuable perspective on this issue and its impact on both the student and faculty experience.

#### **CAP Process:**

This year, CAP made new strides in streamlining its processes to increase efficiency and reduce redundancies. I appreciate these steps and how they decrease bureaucratic logjams. CAP's recognition of the duplicative effect of listening sessions and its decision to accommodate departments requests for CAP meetings rather than holding pro forma meetings with all departments shows a willingness to focus on faculty needs. Additionally, the new application questionnaire shows promise in streamlining the application process and providing departments and programs with structured guidance about what is needed for CAP's assessment.

As mentioned above, CAP worked collaboratively with the Provost's Office, the Registrar, and the Office of Institutional Research, Assessment, and Planning to gather important data about the College, data that help inform decision making around curricular needs. While this new approach revealed some challenges and inconsistencies in the ways these different divisions collect data, it is worth continued efforts to attain the most accurate information to bolster decision making. I am grateful for CAP's close attention to this vital component of institutional assessment.

### **The Bi-College Relationship:**

I commend CAP on its efforts to continue strengthening CAP's relationship with Haverford College's Strategic Curriculum and Personnel Committee (SCPC). This year's two meetings furthered the two institutions' knowledge of each other's processes and their respective strategic directions. Continued partnership with SCPC is needed to ensure that faculty are involved in identifying strategic and practical areas of cooperation, so that the Bi-College relationship reaches its full potential.

### **CAP's Response to Position Requests:**

I appreciated CAP and the Provost's successful selection of the Department of Growth and Structure of Cities and the Africana Studies Program's joint proposal to host a Consortium for Faculty Diversity (CFD) Fellow and the College looks forward to this new colleague's arrival in the fall.

I approved of CAP's request for two additional tenure-track positions and agreed with CAP's decision to recommend that the Departments of Mathematics and Psychology add these positions at the Assistant Professor level. As noted in the report, the efforts of the Department of Mathematics to attract students are significant, and their courses serve a variety of majors, including many throughout the STEM fields. I also appreciated CAP's recognition of the Psychology Department's need for an additional line due to ongoing enrollment pressures, which have been increased by the popularity of the new Neuroscience major and Data Science minor.

I support CAP's request for a tenure track position in the Department of Chemistry in inorganic chemistry. As CAP noted, the Department of Chemistry serves a large swath of students, including chemistry majors, biochemistry majors, Post Bacs, and other students interested in this area of study. Additionally, I recognize the importance of inorganic chemistry as an important content area in the coursework of Chemistry majors.

I support CAP's decision to not approve the Department of Chemistry's request for a non-tenure track position to teach lecture and lab sections of organic and general chemistry at this time to await the findings of the Spring 2024 external review. This review may provide alternative solutions to current staffing needs.

I previously joined CAP in approving the Department of Computer Science's request for an opportunity to convert a continuing non-tenure track search into a tenure-track hire at the

Assistant Professor level in March of 2024. Both CAP and the Provost's work to find a creative solution to the Computer Science Department's staffing needs is noteworthy, and I appreciate their strategic approach to this timely hire.

I support CAP's recommendation that the request from the Department of Greek, Latin, and Classical Studies for a tenure-track position at the Assistant Professor level be approved. I was pleased that the department hopes to hire a candidate who will also support the work of Middle Eastern, Central Asian, and North African Studies (MECANA) and/or International Studies. This type of cross disciplinary expertise ultimately strengthens Bryn Mawr's wider curricular offerings.

I previously approved the Department of History and Program in Gender and Sexuality Studies request for a tenure-track position at the Associate Professor level, and I am grateful that the position was filled. As CAP noted, the approach to this request was reflective and thoughtful, and the new position will fill an important curricular need. Thank you to CA, CAP, and the Provost's Office for seeing this process through.

I agree with CAP's recommendation that the request from the Department of Literatures in English for a tenure-track position in Asian American and/or Pacific Islander literatures at the Assistant Professor level be approved. The department experiences high enrollment in departmental courses and offers 6-8 ESems per year. I also acknowledge that the department has experienced the loss of three faculty members in the recent past. This hire will enhance the curricular offerings in the Tri-Co by bringing a scholar focused on Asian American and/or Pacific Islander literatures, thus increasing the opportunities for students from all three colleges to engage in this area of study.

I concur with CAP's recommendation for a tenure track professor in the Department of Physics. It is clear that a new hire is required to address student needs for the major and the graduate program and to provide diverse research opportunities.

I approve CAPs recommendation that the Department of Sociology be allowed to hire for a tenure-track position at the Assistant Professor level. In addition to addressing an important area of student interest in Sociology, the department has demonstrated how this hire could increase course offerings in the Gender and Sexuality program, an important contribution to the broader curriculum.

I also support CAPs recommendation that the Transnational Italian Studies Department not convert one of their two interim positions into a CNTT position at this time. While the

initial request proposed that this position be split between Bryn Mawr and Haverford College, Haverford cannot commit to this new line. I encourage the department to resubmit a proposal for a solely Bryn Mawr position, considering how this position could eliminate the need for interims and address departmental needs (current and future), while complying with the requirements for a CNTT position.

In conclusion, I want to reiterate how grateful I am to the members of CAP and to Provost Harte for dedicating so much time and energy to the work of reviewing academic priorities over the course of this academic year. This work has ensured that Bryn Mawr remains grounded in academic excellence while fulfilling its intellectual promise to students. I am grateful for CAP's partnership and know that Bryn Mawr is on better footing because of the strong efforts of CAP and the many departments and programs who have brought forward excellent proposals.

Sincerely,

Kimberly Wright Cassidy  
President