

Committee on Academic Priorities

David Karen, *Sociology*, 2013-14 – 2017-18, *Chair* 2017-18

Jonas Goldsmith, *Chemistry*, 2015-16 – 2018-19

Tim Harte, *Russian*, 2015-16 – 2018-19

Tamara Davis, *Biology*, 2017-18 – 2018-19

Jamie Taylor, *English*, 2017-18 – 2020-21

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BRYN MAWR

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Annual Report to the Faculty 2017-2018

The Committee on Academic Priorities membership for 2017-18 consisted of David Karen (Sociology, CAP Chair), Jonas Goldsmith (Chemistry), Tim Harte (Russian), Tamara Davis (Biology), Jamie Taylor (English), and Dianna Xu (Computer Science). The Provost (or Acting Provost) attended most CAP meetings by invitation. CAP is grateful for the administrative and clerical support provided by the Provost's Office, and the committee especially thanks Linda Butler Livesay for setting up meetings with departments, curating our Moodle website, and keeping us on track.

CAP meets once a week during the fall semester and twice a week in the spring. This year, in addition to meeting with departments and programs to discuss their position requests, CAP and Curriculum Committee (CC) met three times in order to consult about position requests and for future planning. As Chair of CAP, David Karen served on the Advisory Council of the Faculty and was our representative to the Board of Trustees; Jonas Goldsmith served as CAP's representative to the Strategic Advisory Group; and Dianna Xu served as CAP's representative to the College Budget Committee. CAP continued its practice of meeting occasionally with Haverford's Educational Policy Committee.

Before we present our recommendations on position requests, there are a number of issues that we wish to raise that will require ongoing dialogue with our faculty colleagues. Immediately below, we report about our experience in deliberating about these critical issues. Many of these reflections pertain to concerns from previous years.

CAP's role is to balance institutional priorities in an environment of limited resources. As such, CAP spent considerable time thinking about curricular demands in the context of available resources. As part of this process, CAP discussed the issue of Bi-Co collaboration, both in the context of specific position requests and, more broadly, in the Bi-Co community. Looking forward, we expect CAP and the two provosts to facilitate conversations that will broaden

opportunities for inter-institutional cooperation. Additionally, one of CAP's ongoing concerns is balancing the demands of our departments to help our students fulfill the major and minor requirements while satisfying larger institutional needs regarding 360s, ESems, various concentrations, and other extra-departmental programming (e.g. Tri-Co in the City). Another concern is the question of how the faculty can best deploy our resources (while being mindful of faculty effort) in the context of one of the most rewarding yet time-intensive teaching moments: the senior experience.

As noted in last year's CAP report, we have had an ongoing conversation with Curriculum Committee about how we might coordinate and collaborate more efficiently and effectively. In September, CAP invited faculty who had served on CC and/or CAP from the past decade to brainstorm about possible modes of collaboration. Approximately ten people attended and, based on our conversation, we decided that we would aspire to 1-2 meetings per semester with as many members of each committee as possible. We met once in the Fall and once at the beginning of the Spring semester. The early Spring meeting allowed CAP and CC to discuss both curricular-focused issues associated with position requests and the larger institutional context of each request. We plan to have a final meeting this semester to reflect on the year, tie up loose ends, and plan for next year's collective work. The senior experience and research supervision are on our agenda, among other topics. We also aspire to find ways to collaborate better with CC on curricular issues that have clear resource implications.

Thanks to the revolving nature of CAP membership, CAP is reinvigorated each year by the perspectives of new members. This year, with half of our membership different from the previous year, we reviewed CAP's official charge and ways CAP has evolved to carry out its business. We focused on two aspects of CAP's job. The first concerns how we consider "resources for specific departments and programs" and "establish academic priorities on behalf of the Faculty without the requirement of consultation with the Faculty as a body." In order to do this, we need to pose questions that probe both the need for a position and the benefits it would bring to Departments, Programs, and the College. This is a necessary but not always pleasant task for all concerned. CAP also wants to prioritize making decisions in forward-looking ways and with a clarity that allows those requesting positions to understand the logic of our decision-making. CAP recognizes that, as a consequence of limited resources at the College, legitimate requests for positions may not be recommended; indeed, this happens on a regular basis. CAP wishes to convey in this report its desire and commitment to make the process of requesting positions as useful and transparent as possible.

Second, 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.

CAP's Recommendations on Positions at the College

This year as in the past, CAP's chief business was to review each position request in the context of several factors, including the request's relation to the College's mission, academic priorities, and strategic directions; its contributions to short- and long-term departmental and disciplinary directions; its impact on overall faculty resources at Bryn Mawr and in the Bi-Co; the flexibility of position requests and adaptive curricular designs (especially as they relate to our capacity to accommodate sabbatical leaves without additional staffing); the history of previous requests; and the College's commitment to increasing faculty diversity. All position requests were evaluated according to these parameters and, in the case of CNTT requests, according to established guidelines on the nature of CNTT appointments. Below, we describe each position request, address its implications for the long-term academic priorities of the College, and state our recommendations to the President concerning its implementation.

Position in STEM

Thanks to the generosity of the estate of Marion Slusser, Class of 1936, the College has received a gift for a professorship in a STEM field. CAP invited pre-proposals from Biology, Chemistry, Computer Science, Geology, Mathematics, Physics, and Psychology. We asked three departments, which had submitted pre-proposals to write full proposals. We will report on our recommendation in a supplemental update next month.

Postdoctoral Fellowships

This year we invited departments and programs to find postdoctoral fellows through the Consortium for Faculty Diversity at Liberal Arts Colleges (CFD) who could bring diversity to the College. Several departments and programs did so. As a result of this effort, the Provost has made an offer to a CFD fellow for our Tri-Co Linguistics program; we are very pleased that the offer was accepted. The Consortium's database will continue to be a valuable resource for increasing both faculty and curricular diversity and we encourage departments to strengthen the Consortium's roster of candidates by contacting key graduate programs in areas that are or will be of interest. It will continue to be important for CAP to work closely with the Committee on Appointments (CA) and departments in pursuit of a shared understanding of our goals and priorities with respect to diversity. CAP encourages departments and programs to see the CFD as providing a strategic opportunity for diversifying the faculty.

CAP also solicited proposals for a Postdoctoral Fellow in Humanities and Humanistic Studies but no proposals were received.

Review of Chemistry CNTT Position

In 2013-14, CAP recommended and the President approved a CNTT position for Chemistry so that the department could regularize summer laboratory instruction in General Chemistry for the Post-Baccalaureate Pre-Medical program. Given the anomalous nature of the position (in that the majority of teaching would take place during the summer), CAP informed the Chemistry Department that it would review the position in three years. Chemistry provided course and enrollment information as well as a report about how well the instructor has been integrated into the Department – both in the summer and in the regular school year. Based on this review, CAP approved the continuation of the position.

Continued Review of International Studies Position (IS)

As we recommended in last year's report, the Provost initiated a two-person, two-day "mini-review" of International Studies in Fall 2017 to help IS reflect on its current and future needs. The review team was very impressed with the curricular focus of our IS program and agreed that future staffing should be directed to the program itself. The review largely concurred with IS's request for a position that would focus broadly on human rights. Along with the Committee on Appointments, CAP and IS agreed on language for an ad for a position to be searched for in Fall 2018.

Responses to Position Requests

CAP received position requests this year for seven tenure-track (TT) positions from six departments or programs and the Graduate School of Social Work and Social Research (GSSWSR): Chemistry, Classical and Near Eastern Archeology and Greek, Latin, and Classical Studies (a joint request for a TT position), Arts Program in Dance, French and Francophone Studies, GSSWSR (two positions), and History of Art.

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

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

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

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

Chemistry

The Chemistry Department submitted a request for a tenure-track (TT) position in Organic Chemistry at the level of Assistant Professor. Their request was prompted by the resignation of one of their two existing TT Organic Chemists. Organic Chemistry, taught as the two-semester sequence of CHEM B211/212, is a foundational course in Chemistry that is required for the Chemistry and Biochemistry & Molecular Biology majors. In addition, the majority of Biology majors also take Organic Chemistry as do students of any major completing requirements for medical school, including those enrolled in the College's Post-Baccalaureate Pre-Medical program. As a result, the Chemistry Department has very high enrollments in Organic Chemistry, necessitating that they teach two sections each semester: one for 55-60 undergraduate students and one for 70-75 post-baccalaureate students. These high enrollments require 8 course-equivalents (CE) of faculty effort each year, not including the laboratory component of the course, which is typically taught by a CNTT member of the Chemistry Department. As a consequence, Chemistry requires two TT faculty members with expertise in Organic Chemistry to meet the teaching needs of this critical component of the curriculum at the College. Given space limitations, the Department is teaching at both maximum capacity and maximum efficiency.

Organic Chemistry has a broadly defined scholarly focus. The Chemistry Department indicated that they do not have a need for a particular type of organic chemist; therefore, the subfield of a potential new hire is completely open. The Chemistry Department suggested that areas of scholarly interest could include polymer chemistry, materials chemistry, or molecule design and synthesis as examples. It is likely that an Organic Chemist would be able to make interdisciplinary connections within STEM and/or Environmental Studies. An Organic Chemist would also be able to develop upper-level courses in Advanced Organic Chemistry and/or their area of expertise. Importantly, a TT hire in Chemistry would provide undergraduate and graduate students with opportunities for research.

CAP recommends that the Chemistry Department's request for a tenure-track position in the area of Organic Chemistry be approved at the beginning or advanced Assistant Professor level, for the following reasons:

CAP recognizes the heavy teaching load associated with the organic chemistry curriculum, which serves many constituencies at the College, and sees the necessity for the Chemistry Department to have two TT faculty members with expertise in this area. With this hire, it is expected that the Chemistry Department will meet its teaching needs during the academic year with its permanent staff.

Classical and Near Eastern Archeology and Greek, Latin, and Classical Studies

The Department of Greek, Latin and Classical Studies (GLCS), jointly with the Department of Classical and Near Eastern Archeology (CNEA), submitted a request for a tenure track position, shared between the two departments, focusing on both Latin and Roman archeology. This request was occasioned by the retirement of a long-time member of the GLCS faculty whose areas of expertise are Roman history, Roman archeology and Latin. The two departments described the various ways that they collaborate and depend on one another's expertise.

As part of the context of this request, it is important to note that the position of the retiring faculty member in GLCS was designated in 2009 as one of the positions to be eliminated from the College (upon the retirement occurring) by the Provost, President, Board of Trustees and CAP. Aware that the decision made in 2009 was not going to take effect immediately, CAP stated in its memorandum to President McAuliffe of 10 April 2009 that "joint planning [for this reconfiguration] 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 [approx. 2009-16]."

CAP recommends that the GLCS/CNEA request for a tenure track position not be approved for the following reasons:

Given the 2009 decision to eliminate this position, CAP endeavored to learn what significant changes had occurred in the past 8-9 years that would make the landscape of GLCS and CNEA materially different enough to warrant reversing this decision. Although CAP notes with appreciation that cooperation between the two departments has increased significantly in recent years, it does not appear that these departments' needs have changed enough to reallocate a position.

CAP urges the departments to leverage all of the resources of the Quaker Consortium, including Swarthmore's scholar of Roman history as well as the expertise housed at the University of Pennsylvania, to support their students. CAP also urges the two departments to continue to work together to think about what future configurations might best support Roman history and archeology.

Arts Program in Dance

The Dance Program submitted a request for a tenure track position for a dance scholar-artist whose expertise bridges theory and practice. The request was motivated by the impending retirement of a long-time faculty member.

CAP appreciates the work the Arts Program in Dance has done to provide our diverse Bi-Co student body with instruction in dance, exposure to the professional field of dance, and opportunities for dance performance, as well as scholarly engagement with dance as an intellectual field. CAP also recognizes Dance for its strong commitment to larger institutional initiatives over the years, including but not limited to contributions to the Emily Balch Seminars and the Praxis Program.

In reviewing the structure of the Dance curriculum, CAP appreciated the Program's effort to balance the performance aspect of Dance with the more scholarly pursuit of dance studies. In the process of discussing the Dance position request, CAP was particularly struck by the substantial administrative responsibilities detailed in this position, a direct result of the need on the performance/technique side that calls for hiring and coordinating a large number of professional dance instructors each semester.

CAP recommends that the Arts Program in Dance request for a tenure track position not be approved for the following reasons:

With the retirement of the long-term faculty member, CAP sees an opportunity to imagine a Dance Program for the future. The natural next step, we believe, is to take stock and reaffirm what the Dance program does well and ask how the Program should develop in the future. CAP therefore recommends 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.

French and Francophone Studies

The Department of French and Francophone Studies has submitted a request for a tenure-track position for a scholar of 20th/21st century French/Francophone literature, history and culture with a potential subfield of theater studies. This position request was occasioned by the departure from the College of a tenured faculty member whose field was Francophone post-colonial studies; the potential retirements of two senior faculty members in the near future likewise occasions the department to conceptualize its structure in the longer term. The French and Francophone Studies Department also requested this position with the hope that a new hire would facilitate the department's pressing task of finding a new director of the Institut d'Avignon, the prominent study abroad program in France that is under the auspices of Bryn Mawr.

Concurrent with our review of this position request, the French and Francophone Studies Departments at Bryn Mawr and Haverford underwent an external review this spring (2018). In its final report, the external review committee saw considerable room for greater collaboration and coordination between the two departments and thus recommended that the Bryn Mawr department postpone their position request.

CAP recognizes the strong reputation of the French and Francophone Studies Department at Bryn Mawr. Its healthy enrollments and relatively large number of senior majors reflect the vibrancy of the program and the valuable contribution it makes to the College in terms of the humanities and language and literature studies, as well as ESems and 360s. At the same time, CAP acknowledges the urgency of creating better relations between the French faculty at Bryn Mawr and Haverford.

CAP recommends that the French and Francophone Studies Department's request for a tenure-track position not be approved for the following reasons:

CAP recommends that the Bryn Mawr and Haverford French and Francophone Studies Departments follow the recommendations of the external review team to build cooperation and collegiality. Once steps have been taken and acknowledged by the two Departments and provosts, we would encourage the Bryn Mawr French and Francophone Studies Department to submit a new position request in consultation and with support from Haverford.

Graduate School of Social Work and Social Research (GSSWSR)

The Graduate School of Social Work and Social Research submitted a request for two tenure-track (TT) positions at the level of beginning Assistant Professor. In 2018-2019, they request to search for a tenure-track (TT) position in Research Informed Practice, Trauma Informed Social Work and Substance Abuse and/or integrated health care. The following year, they request to search for a TT position in Application of Social Theory to Social Problem Definition and Social Policy. These requests are prompted by upcoming retirements as well as an on-going process of curricular reorganization that will better situate the School in the marketplace and take better advantage of the faculty's expertise. The School's new strategic foci on Health & Mental Health Across the Lifespan and Children, Family & Societies will also allow faculty at the GSSWSR to increase their involvement in undergraduate initiatives such as 360s, interdisciplinary minors such as Health Studies and Child & Family Studies, and the AB/MSS program. Both proposed positions would fill existing or impending curricular gaps, and the new hires will help the GSSWSR utilize their faculty more efficiently to cover the broad curricular content required by the Council on Social Work Education (CSWE).

To meet these needs, both requested positions would emphasize research-informed practice, a requirement for Master of Social Service (MSS) students. A TT hire in Research Informed Practice, Trauma Informed Social Work and Substance Abuse would assist the GSSWSR in the development and implementation of a new curricular initiative in trauma-informed social work, which the GSSWSR has recently received a restricted gift to support. Trauma-informed social work is an emerging area of social work practice, and it spans both of the GSSWSR's strategic foci through its associations with health and mental health issues that arise as a result of trauma and the impact of trauma on children, families, and communities. A TT hire in Application of Social Theory to Social Problem Definition and Social Policy could contribute expertise associated with various social policy issues, such as child & family policy, health policy, and policy & advocacy. In addition, this position would support both of the GSSWSR's strategic areas at a macro-level through a theoretically-informed approach to social problems. The GSSWSR anticipates that these TT hires would also bring expertise that would allow them to enhance collaborative connections with the undergraduate students in Psychology, Sociology, Health Studies and/or Child & Family Studies.

CAP recommends that the Graduate School of Social Work and Social Research's request for two tenure-track positions in the areas of Research Informed Practice, Trauma Informed Social Work and Substance Abuse and Application of Social Theory to Social Problem Definition and Social Policy, be approved at the level of beginning Assistant Professor, for the following reasons:

With upcoming retirements and staffing changes in the GSSWSR, there is need for new faculty. In making this request for two positions, the GSSWSR has provided a 5-year staffing plan illustrating its commitment to staying within a targeted full-time faculty of 10 FTE, as recommended by the College's Task Force on Balancing Mission and Resources. CAP appreciates the on-going efforts of the GSSWSR to restructure its program and its curriculum, as well as its efforts to engage with undergraduate students, and recommends that both positions be approved, with the two searches taking place in consecutive years.

History of Art

The Department of the History of Art (HART) submitted a request for a tenure track position in Modern Art History (approximately from the beginning of the 19th century through World War II). This request comes due to the retirement of a long-time member of the department whose area of expertise is French painting from the 19th century onwards.

In the past several years, the History of Art department has undergone a significant metamorphosis, hiring a scholar of Middle Eastern, Byzantine and Islamic art; an expert on South Asian art and material culture; and a scholar of Chinese art. This global emphasis is an exciting direction for the department. Modern European Art has historically been central to any Art History department, and our HART department sees this as complementary and necessary to its ongoing curricular transformation. The department is specifically requesting permission to hire a scholar of Modern Art History whose research will be anchored in Europe but whose perspectives are global. For example, a candidate might investigate how the conventions of modern French or Spanish painting are adopted into the artistic cultures of North Africa, Latin America or the Caribbean (i.e. places where the colonial influence of the European nation manifest).

CAP recommends that the Department of the History of Art request for a tenure track position in Modern Art History be approved for the following reasons:

The department has, over the past decade, been very deliberate and thoughtful about how they intend to grow and change. The direction that the department has been moving in has been well-received by the community and is well-aligned with the College's strategic priorities. This proposal fits in well with the overall strategy of the HART department and CAP commends the members of the department for their long-term strategic vision as well as for its implementation. CAP also notes that this position is important in supporting the graduate program in HART. However, CAP suggests the department think about ways in which junior faculty can more quickly become involved in the direct supervision of graduate students. The College has secured a gift to provide additional resources for this faculty line; therefore, CAP recommends that it be at the assistant, associate, or full professor level.