

Committee on Academic Priorities

Dianna Xu, *Computer Science, 2017-18 – 2020-21, Chair 2020-21*

Jamie Taylor, *Literatures in English, 2017-18 – 2020-21 (on Leave 2020-21)*

Michael Allen, *International Studies and Political Science, 2018-19 – 2021-22*

Penny Armstrong, *French and Francophone Studies, 2019-20 – 2022-23*

Don Barber, *Environmental Studies and Geology, 2019-20 – 2022-23*

Radcliffe Edmonds, *Greek, Latin, and Classical Studies, 2019-20 – 2022-23*

BRYN MAWR

April 22, 2021

Annual Report to the Faculty 2020-21

The Committee on Academic Priorities (CAP) membership for 2020-21 consisted of Dianna Xu (Computer Science, CAP Chair), Michael Allen (Political Science and International Studies), Penny Armstrong (French and Francophone Studies), Don Barber (Environmental Studies and Geology), Radcliffe Edmonds (Greek, Latin, and Classical Studies), and Jamie Taylor (Literatures in English). Jamie Taylor was on sabbatical leave in AY 20-21.

Mary Osirim (in her role as special advisor to the Provost) attended most CAP meetings by invitation. CAP is grateful for the administrative and clerical support provided by the Provost's Office, and the committee especially thanks Tina Bockius, in her first year after taking over from Linda Butler Livesay, for setting up meetings with departments, curating our Moodle website, and keeping us on track.

CAP met once a week during the fall semester and twice a week in the spring. Extra meetings were also held throughout the winter break and spring pause due to the demands of our unusual schedule this year. As Chair of CAP, Dianna Xu served on the Advisory Council of the Faculty and was our representative to the Board of Trustees; Penny Armstrong served as CAP's representative to the College Budget Committee, and Radcliffe Edmonds served as CAP's representative to the Strategic Advisory Group. Members of CAP also participated in the Middle States reaccreditation process, which successfully concluded in November 2020.

Although the major portion of CAP's work entailed meeting with departments and programs and making recommendations about their position requests, CAP also engaged in other efforts during the 2020-21 academic year. Immediately below, as a preamble to our recommendations, we report on our experience in deliberating about these critical issues.

Reflections on CAP's Mission and Role

CAP's role is to balance institutional priorities in an environment of limited resources. In this year of global pandemic and unprecedented revenue shortfall, CAP became even more acutely aware of the concept of resource constraints. We are fortunate that, due to years of prudent financial planning, the College was able to support its faculty and staff with no lay-offs or even furloughs, and we have still been in a position to hire. In contrast, other institutions were forced to eliminate programs and cut staff and faculty positions; overall, higher-ed job postings suffered a 30%-40% reduction nationwide in 2020-21 as a result of complete or partial hiring freezes by many institutions (including Haverford, Swarthmore, and the University of Pennsylvania). At the same time, however, the College is adjusting its budget model to lower the amount it holds in contingency funding in order to increase faculty and staff salaries during these difficult times. One potential implication for CAP is that our ability to provide funding for a new line in anticipation of a future retirement (during the interval before that retirement takes place) has become more severely limited than in past years.

Our faculty is at a steady state in terms of number of positions. The primary reasons are the relative inflexibility of the size of our student body and of our very low student/faculty ratio. Occasionally, through donor gifts, we have been able to add faculty positions. While Bryn Mawr has been fortunate to receive bequests and gifts from various sources,¹ these are always the result of years of negotiations and time-consuming development work. Although we are grateful to these generous alumnae, the number of faculty cannot be expanded indefinitely in order to address emergent needs of the College. Outside of donor-funded expansion positions, a proposal for a new line can be supported only when CAP reallocates a line from another department or program. No faculty position is automatically replaced, even when departments make position requests in the wake of departures and retirements. While such requests rest on the inherent strength of the department's successful functioning with its current allotments, CAP often uses these opportunities to work with the department to adapt to the evolving priorities of the College. As the College faces the future, new directions in academic priorities must be accommodated within the existing faculty base.

CAP Processes

In an effort to conserve some of the considerable time and energy required for proposing a faculty line, the streamlined CAP processes adopted since 2018-2019 made listening meetings optional and by request. CAP recognizes that every position proposal is different, and departments or programs interested in having a conversation with CAP before submitting a full position proposal are still encouraged to request a listening meeting in their letters of intent. Similarly, support letters (beyond counterpart departments at Haverford) are also optional but welcomed if appropriate.

This year, out of ten letters of intent received, two departments/programs asked for listening meetings in the letters. Follow-up email conversations resulted in three additional departments/programs requesting listening meetings. We now request that going forward, all departments and programs submitting a letter of intent should clearly state whether a listening meeting is requested or declined. Corresponding language will be inserted into the CAP guidelines for proposals for 21-22.

¹ During the past six years, thanks to donor gifts, the College was able to add two faculty lines in International Studies, one in Environmental Studies, one in STEM, and one in Data Science.

Search Deferrals

Last year, CAP began exploring the possibility of limiting the number of searches conducted in any given year in an effort to distribute time and financial commitments. In AY 20-21, out of the 13 approved positions, four departments deferred searches voluntarily. It is unclear, however, how many of the deferred searches were due to the pandemic and the resulting inability to conduct traditional on-campus interviews. Together with two failed searches in AY 20-21, this means that AY 21-22 will start with a significant backlog of six deferred searches (Chemistry, Computer Science, Economics, English, Physics, and Political Science). This also means that some of the positions CAP now recommends will inevitably have to entail deferred searches, as the six can hardly be expected to defer again.

Reflections on the Bi-College Relationship

CAP spent considerable time discussing the issue of Bi-Co collaboration. Not only was this topic raised in discussions about specific position requests, but concerted efforts of past CAPs have been devoted to improving resource allocation among the Bi-Co and Tri-Co. In 2019-20, a collaborative Memorandum of Understanding (MOU) that prescribes specific consultative processes for Tri- and Bi-Co department resource requests was signed by CAP, Swarthmore's Council on Educational Policy (CEP) and Haverford's Educational Policy Committee (EPC), as well as the three Provosts.

This year, a position request from Tri-Co Linguistics prompted CAP to follow the procedure laid out in that MOU and consult with CEP and EPC. Please refer to CAP's response to the Tri-Co Linguistics proposal for more details.

In the 19-20 CAP annual report, CAP described the next step towards a mutually supportive practice among the three Colleges in their resource allocation:

CAP believes next steps will entail the challenging work of aligning the schedules by which Bryn Mawr, Swarthmore, and Haverford operate. At the moment, the timing of requesting and recommending resources are on radically different timelines, which can make consultation and collaboration difficult. Fostering collaborative, mutually supportive processes – even as we acknowledge each campus' individual needs and priorities – requires more intentional coordination, especially between CAP and EPC. We hope that in the next few years, CAP and EPC will continue to develop clear, written policies to enable useful and genuine consultation and collaboration.

We are pleased to report that the Faculty Affairs and Planning Committee (FAPC) of Haverford was charged with restructuring EPC this year and, in consultation with CAP, has arrived at a set of sweeping changes for EPC. Principally, EPC is to be divided into two new committees, much along the setups and divisions of our own Curriculum and CAP. In addition, the new CAP-like SCPC will follow a schedule that is very similar to CAP's existing schedule – thereby eliminating the long-standing barrier to a closer CAP/EPC collaboration. FAPC plans to bring the proposed changes and structure of the new SCPC to the full faculty in April. If approved, CAP looks forward to much improved collaboration with the new SCPC in the coming years.

Faculty 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 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. 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.

Pre- and Post-Doctoral Fellowships

- **Consortium for Faculty Diversity (CFD) Fellowship** – This year, the Provost's Office received four requests from departments and programs for pre- and post-doctoral fellows. Proposals were received from Africana Studies, Anthropology, Greek, Latin, and Classical Studies, and a combined proposal from the Growth and Structure of Cities, Africana Studies and International Studies. The combined proposal from Cities, Africana, and International Studies was first selected for the CFD Program, which would bring a scholar to campus who worked on global urban studies and the impact of slavery, colonialism and imperialism on Black spatial processes. However, this scholar was unable to accept the Fellowship, and an offer was next made to a pre-doctoral scholar in Classics from UC Berkeley whose dissertation explores queer constructions of identity in Latin poetry. In Fall 2021, she will join our community and teach one course in Classics during the year while completing her dissertation.
- **The Mellon Postdoctoral Fellowship** – Four applications were received for the Mellon Post-Doctoral Fellowship in the Humanities and the Humanistic Social Sciences this year. Africana Studies, the Arts Program (Theater), the Growth and Structure of Cities, and Middle East Studies submitted proposals for a post-doctoral fellow. Africana Studies was selected for this Fellowship and has advertised widely for a post-doctoral scholar who can contribute courses in any of the following areas: criminology, visual culture, gender and sexuality, and/or the histories of global Black activism and social movements. Applications received by March 31st have received full consideration, and the Africana Studies Program plans to select a Fellow this spring. The successful candidate will teach two courses in the Program in 2021-22 and engage in research in their field.

Each of these Fellowships can be renewed for an additional year.

Second Position in International Studies (IS)

Thanks to the bequest of Isabel Hamilton Benham '31, made well more than a decade ago, the College has been able to fund two new positions in the area of international studies. The first line was announced in 2015, but this position was not actually filled until 2019 with the hiring of Assistant Professor Nisrin Elamin. The time lag resulted from the internal competition for the line, the concurrent deliberations of several CAPs, an external review of the International Studies

Program, and the actual time of the search. The complexities of this process illustrate the delay between the availability of any bequest and its actualization in a new hire.

For the second position, in the spirit of maximizing resources and fostering collaboration, CAP called for proposals from any department or program which might have an interest in hiring a faculty member who works in the area of international studies. CAP received proposals from Middle Eastern Studies (MEST) and Arabic, Philosophy, and Sociology. CAP's recommendations for this position were not made in isolation, but in conjunction with all the "regular" faculty position proposals we received, as two of the above departments/programs submitted proposals to both.

CAP's Responses to Faculty Position Requests

This year, CAP received letters of intent from ten different departments and programs, for a total of ten faculty lines. The Department of Classical and Near Eastern Archaeology was not able to proceed to a full proposal due to a lack of confirmation of the position vacancy, so CAP ultimately fielded full proposals from nine different departments and programs: Africana Studies, Biology, Greek, Latin, and Classical Studies, Arts Program in Dance, History, Tri-Co Linguistics, Mathematics, Middle Eastern Studies (MEST) and Arabic, and Sociology. In addition, three proposals were received for the second position involving international studies (see above). 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 recusing that member from consideration of his or her own department's position request. All departments and programs were directed by the "request for position" template to consult with faculty in allied fields at Bryn Mawr and at Haverford.

Africana Studies Program, Tenure-Track Request

The Africana Studies Program submitted a request for a tenure-track position at the level of Assistant Professor, for a scholar in the humanities or social sciences, whose work is fundamentally interdisciplinary, to anchor the Africana Studies Program. The person who holds this position could have degrees and training in Africana Studies, Anthropology, Education, History, Philosophy, Psychology, Social Work, or other disciplines, and, ideally, some combination. In support of its request, Africana Studies noted minimal structural support (beyond the partial appointment of Associate Professor Kalala Ngalamulume [0.5 FTE]), increasing student demand, and an institutional and community desire for Africana Studies to grow.

CAP recommends that the Africana Studies Program's request for a tenure-track position not be approved, for the following reasons:

CAP recognizes the need for staffing specifically dedicated to Africana Studies, yet such a position will necessitate either the expansion of the faculty or the reallocation of an existing line, given the College's steady state. While CAP does have one new line available this year, i.e., the second international studies position, Africana Studies did not submit a proposal in response to our call. Therefore, CAP explored other options, including taking a position from elsewhere. While at this moment CAP does not recommend reallocation of a position from another department or program, we aim to find solutions that will support the growth of Africana Studies.

In the meantime, it is CAP's sincere hope that the new Mellon Postdoctoral Fellow will bring staffing support to the Africana Studies Program while the College seeks opportunities to create a permanent line.

Biology Department, Tenure-Track Request

The Biology Department submitted a request for a tenure-track position at the level of Assistant Professor, for a scholar in neuroscience, broadly defined. The subdisciplinary focus of the biological neuroscientist who holds this position could include, but would not be limited to, molecular and cellular neuroscience, neurophysiology, sensory neuroscience, or developmental neuroscience. Teaching responsibilities would include an introductory neuroscience course, upper-level courses in cellular and molecular neuroscience, and contributions to the Neuroscience major capstone and the introductory biology curriculum. Supervision of undergraduate research in interdisciplinary neuroscience research also will be important. In making the request, the Biology Department noted that with the 2020 retirements of Professors Brodfuehrer and Greif, the department no longer has any faculty members whose primary expertise is in neuroscience. This gap is particularly problematic given burgeoning student interest in the field that has led to a new Bi-Co Neuroscience major. The request also noted continued heavy enrollment pressure in Biology courses from both majors and non-majors, as well as the involvement of department faculty in programming across the College curriculum.

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

CAP recognizes the need for staffing in the field of biological neuroscience, both for Biology majors and for the newly approved Bi-Co Neuroscience major. The position also may further support students interested in Health Studies, Data Science, Biochemistry, and Psychology. CAP also recognizes that supervision of undergraduate research in biology labs or in the field, for which student demand continues to increase, imposes additional time burdens on department faculty. CAP hopes that successful hires in genomics and neuroscience will provide some stability, thereby alleviating the department's need for interim support.

Arts Program in Dance, Tenure-Track Request

The Arts Program in Dance (Dance) submitted a request to convert a CNTT position held by a retiring colleague into a tenure-track Assistant Professor of Dance. The proposed hire, who would hold either the Ph.D. or M.F.A., would be trained and experienced in pedagogical and embodied creative practices as well as committed to revising the curriculum in ways that make it less Euro-centered and more anti-racist, equitable, and accessible. The Dance curriculum is built on performance, composition and choreography, dance technique, and dance studies, all four of which the new colleague will be expected to teach, along with supervising theses, participating in recitals, mentoring students, and teaching E-Sem when appropriate. The new colleague would also assist the current tenure-track faculty member in managing the dance artist professionals who regularly participate in performance and technique courses.

CAP recommends that the Dance Program's request for the conversion of a CNTT position to a tenure-track position be approved at the level of Assistant Professor, for the following reasons:

The conversion of a CNTT position to a tenure-track position does not expand the faculty in terms of the number of permanent faculty lines. The resource implications, while not negligible, are minor and outweighed by curricular needs. In this case, CAP was persuaded that the conversion is justified. An External Review in 2018 recommended that two tenure-track faculty would be the normal staffing for programs of similar size in comparable liberal arts colleges. The numbers of students enrolled in Dance classes since 2015 have risen steadily, and there is a healthy number of independent majors and minors in Dance. CAP does note that it would be important to coordinate the timing of this hire with the sabbatical plans of the current tenure-track faculty member and that it may be necessary to hire a graduate assistant in the first couple of years to assist in managing the professional performance artists. CAP further notes that the planned decolonizing of the curriculum should make the position attractive to candidates representing many diverse backgrounds.

Greek, Latin, and Classical Studies Department, Tenure-Track Request

The Department of Greek, Latin, and Classical Studies requested a tenure-track position for a Classicist who would focus on the multi-cultural interactions of the ancient Mediterranean world and the ways in which these cultures have been received and interpreted in later centuries. The scholar could come from any of a wide range of specializations, such as ancient medicine and science, environmental humanities, critical race and ethnicity studies, and postcolonial studies. The PhD scholar would teach in both the Latin and Greek curricula at the graduate and undergraduate levels. This would include conducting graduate seminars and supervising candidates for MA theses and PhD dissertations. The proposal argues that the needs of the Department are greater than current faculty time can meet. In particular, citing the most recent External Review, Classics argues that the great strength of this department, and its best contribution to the reputation of Bryn Mawr College, lies in the graduate program, which Classics struggles to serve adequately with its current staffing.

CAP recommends that the Greek, Latin, and Classical Studies Department's request not be approved, for the following reasons:

This is an expansion position beyond Classic's current four FTEs. CAP agrees that while there is need at the graduate level, it does not justify the reallocation of a tenured faculty line from elsewhere in the college. Resource constraints will not allow the addition of a new line to a department on any other basis. Figures submitted with the proposal suggest an average of nine students per undergraduate class. This fact, along with the numbers of majors and minors served by 4 TT FTE (and interim hires), suggests gains could be made in reducing faculty resources involved in undergraduate teaching by closer coordination with colleagues at Haverford College. This would allow shifts of faculty time to graduate studies at Bryn Mawr. Meanwhile, CAP was pleased to be able to offer a CFD position to Classics for the 2021-2022 academic year to replace a member on leave.

History Department, Tenure-Track Request

The Department of History submitted a request for a tenure-track line in Medieval History, after the resignation of a tenured colleague. The scholar would have expertise within the time period 700 CE – 1500 CE and focus on issues of race, religion, migration, labor, and cultural exchange, not

just in Europe but in the broader Medieval world. The proposal stressed the fact that the department has had strong coverage of medieval history in the past, that interest in the period remains strong, and that the recent horrific appropriations of an imagined Eurocentric Medieval period make scholarly coverage of this period a timely need. The absence of any coverage of this period in the counterpart department at Haverford also means that there is no other resource in the Bi-Co community to cover this need; there is in fact no faculty member in either department whose expertise reaches earlier than the Early Modern Period. The proposal received letters of support from colleagues in the counterpart department at Haverford and History of Art.

CAP recommends that the History Department's request for a tenure-track position in the area of medieval history not be approved, for the following reasons:

It has been more than 15 years since the department has undergone an external review, and, as the proposal itself points out, the discipline has been re-imagined in important ways in the intervening time period. The Haverford History Department is scheduled to have an external review next year, and CAP urges the Bryn Mawr History Department to work with the Provost and their Bi-Co colleagues to set up a joint review of the two programs to discuss the issues of the scope and coverage of different time periods and geographical regions among the departments. CAP believes that conversations between the two History departments to plan out the coverage for various critical time periods would have long-term benefits, and such an external review would be crucial to CAP's decision process in assessing the best ways to match resources to the needs of the department.

Tri-Co Linguistics Department, Tenure-Track Request

The Tri-Co Linguistics department requested approval for a tenure-track position to be located at Bryn Mawr in the field of sociolinguistics or applied linguistics with a specialization in language diversity at the local or international level. Bryn Mawr currently does not have a tenure line in Linguistics. Noting that these fields are not well covered at Haverford or Swarthmore, the proposal argued that the position would support the Tri-Co department's focus on language revitalization within the field of endangered languages; it would also support Bryn Mawr's commitment to studying social ethics, in this case from the perspective of language difference. The proposal received letters of strong support from Bryn Mawr's Anthropology department and from Haverford's Educational Policy Committee (EPC).

In practical terms, the increasing number of Bryn Mawr majors (a total of 43 in the four-year period 2015-2019, and ten majors in 2020 and 2021 each) represents approximately one-third of the Tri-Co Linguistics majors and, according to the proposal, constitutes a disproportionately heavy advising burden on faculty at Haverford and Swarthmore. Should this request not be approved, the proposal's authors speculated that the thesis requirement for seniors at Bryn Mawr might have to be rethought. They further argued that Bryn Mawr should honor the commitment as perceived by Linguistics when the Tri-Co department was created. This would be done by funding a tenure-track colleague whose specialization in language endangerment, as they first noted in 2019-20 when they brought a similar request, would intersect productively with International Studies, the Balch seminars, 360 clusters, and data science offerings.

CAP recommends that the Tri-Co Linguistics Department's request for a tenure-track position in sociolinguistics or applied linguistics not be approved for the following reasons:

While acknowledging the important contribution the department makes to the education of Bryn Mawr majors and non-majors, CAP notes that this request is for a position to expand Linguistics when the College is in a steady state with respect to the number of tenure lines. CAP also notes that there are three Professors and two Assistant Professors, as well as three Visiting Assistant Professors, at Swarthmore, in addition to one Associate Professor, an Assistant Professor, and a full-time interim at Haverford. These current 11 FTE represent a large enough faculty to serve the Tri-Co Linguistics majors and minors. Communication with EPC and CEP informed CAP of concurrent position requests under consideration at Swarthmore to further expand the staffing of this department, but, despite an agreement reached last year among the three committees and Provosts, CAP was not kept abreast of further developments with these proposals by CEP.

In addition, Bryn Mawr has adhered to the terms of the 2011 MOU, when the Tri-Co Linguistics department was created, by paying 20% of the tenured colleague's salary at Haverford; Haverford contributes 20% and Swarthmore 60%. While not strictly required by the MOU, Bryn Mawr is also paying 40% of the full-time interim's salary at Haverford, after hosting that colleague as a CFD Fellow at Bryn Mawr during 2018-20. The issue of whether the three colleges should revisit the 2011 MOU is not CAP's to decide but rather falls under the purview of the three Provosts. As CAP noted in last year's Annual Report:

Much of the success in the collaborative enterprise of the three Colleges relies on greater investments in one field by one institution that are then open to students of all three. In the case of Linguistics, Swarthmore takes the leading role, whereas Bryn Mawr assumes the leading role in, for example, Classical and Near Eastern Archaeology, Geology, Growth and Structure of Cities, and History of Art; likewise, Haverford assumes the leading role in, for example, Religious Studies and Music.

Any alteration in this balance would require consultation among the administrations of all three colleges before coming to the relevant committees on each campus.

Mathematics Department, Tenure-Track Request

The Department of Mathematics submitted a request for a tenure-track position in Statistics. The department noted that the offerings in Statistics across the college, either in Mathematics or in other disciplines (e.g., Economics, Psychology, and Sociology), have been insufficient to meet the growing student demand in today's data-driven world. Recognizing this college-wide need, the Department of Mathematics proposed to replace one of their existing tenure-track lines with a statistician, subject to the next retirement. They requested permission to conduct a search for a tenure-track scholar in Statistics in the 2021-2022 academic year. The statistician would offer courses regularly that would fulfill parts of the major or minor in Mathematics, the minor in Statistics at Haverford College, and the Data Science minor at Bryn Mawr. In addition, the scholar would offer 200 and 300-level electives in Statistics that would be relevant for other majors across the College.

CAP recommends that the Mathematics Department's request for a tenure-track position in statistics be approved in principle, but that their request to conduct a search in 2021-2022 not be approved for the following reasons:

No vacancies in tenure lines currently exist in Mathematics, and the College is not at present in a financial position to carry an extra line until the next vacancy. CAP, however, recognizes the need for a statistician and appreciates the creative and bold step taken by the department. CAP also welcomes and affirms this reconfiguration of the faculty expertise in Mathematics. Members of the Department of Mathematics meeting with CAP agreed that recruitment of a statistician will take time, and that it would be better to get the right person later, rather than to make a suboptimal choice in haste. Given that consideration and given that this would be a reallocation among existing faculty lines rather than the creation of a new line, CAP approves the proposal in principle, subject to the next vacancy in a tenured line within that department.

Program in Middle Eastern Studies and Arabic Language Program, Two Tenure-Track Requests

The Program in Middle Eastern Studies (MEST) and the Arabic Language Program submitted a request for a tenure-track line in the Humanities, housed in the Middle Eastern Studies Program, to anchor the Middle Eastern Studies curriculum. These two programs also submitted a proposal in response to CAP's call for a tenure-track line in international studies, with a focus on Middle Eastern history in the international arena, to be housed in MEST. CAP considered both of these proposals, including a revised version of the proposal for the line that would have a focus in international studies.

The first proposal stressed the burgeoning interest in Middle Eastern and North African Studies (MENA, the name the program proposes to adopt) and the ways in which the program collaborates with a number of other programs and departments. The program had initially been envisaged as being staffed with two tenure-track lines (one in social sciences and one in humanities), but it has had to rely on a series of interim faculty members to support its curriculum. Even though many faculty contribute courses to the program, there is currently no permanent faculty member at the college qualified to teach the core courses of the discipline or to anchor the program. The increasing number of concentrators and the extraordinary efforts made by faculty from several departments to support the program all speak to a significant need for such a tenure-track line. Nevertheless, given the College's steady state with respect to tenure-track lines, CAP cannot recommend a tenure-track hire for the program.

However, since the College did receive a bequest from the Isabel Hamilton Benham '31 Gift to fund a second position in the field of international studies, CAP was able to consider the international studies proposal from MEST/MENA on a different footing. The same factors of demonstrated need, both for a dedicated faculty member who could provide core curriculum for the program and for staffing in general for an expanding program, prompted CAP to consider the proposal favorably. CAP further recognizes the proposal's point that a hire in this specialization would be likely to draw a diverse applicant pool, thus furthering another of the aims of the college. CAP therefore recommends a new tenure-track line for MEST/MENA for a faculty member who works in international studies and the history of the MENA. CAP encourages MEST/MENA to pursue options that might accelerate the timetable for filling the new position.

CAP therefore recommends that the request for a freestanding tenure-track position in MEST/MENA not be approved. However, CAP recommends that their request be approved for a tenure-track line at the level of Assistant Professor in the area of Middle Eastern

history housed in MEST/MENA that would also serve the curricular and research interests of International Studies.

Philosophy Department, Tenure-Track Request

The Department of Philosophy submitted a proposal in response to the call for the second tenure-track line in international studies, for a position that would specialize in comparative philosophy, global justice, or ideally, both. The proposed philosopher would allow the Philosophy department to diversify its offerings to include the study of non-Western philosophical traditions and to support the International Studies major as well as other interdisciplinary and College-wide programs. Courses that the envisioned comparative philosopher might offer include *Environment and Well-Being Across Cultures* or *Cross-Cultural Approaches to Decision-Making*, whereas a specialist in global justice might offer courses in *Global Justice* or *Development Ethics*, among others.

CAP recommends that the Philosophy Department's request for the tenure-track position in international studies specializing in comparative philosophy or global justice not be approved, for the following reasons:

Global equity and ethics, as well as cross-cultural analysis and dialogue, continue to be critically important to the College and to the world. CAP would welcome increased coverage of these areas in Philosophy Department offerings. Nevertheless, given the finite resources available and in consideration of curricular and program needs College-wide, CAP is not able to support the proposed position in Philosophy. CAP would encourage members of the Department of Philosophy to incorporate more global and comparative concepts into their curriculum, so that the shared goal of diversified knowledge may be advanced without the addition of a dedicated position.

Sociology Department, Two Tenure-Track Requests

The Department of Sociology submitted a request for a tenure-track position at the level of Assistant Professor, for a sociologist specializing in economic sociology, networks, organizations, and/or law. The request was prompted by the upcoming retirement of Mary Osirim. Due to her service in the Provost's Office, Sociology has been dependent on full-time interim faculty for the last 8 years. The department noted that this position has great potential for connections with other programs that approach related questions from different disciplinary perspectives, such as Anthropology, Data Science, Economics, Growth and Structure of Cities, or Political Science, although the degree and nature of cooperation will depend on the expertise and coverage range of the eventual hire.

CAP recommends that the Sociology Department's request for a tenure-track position in the area of economic sociology, networks, organizations, and/or law be approved at the Assistant Professor level, for the following reasons:

CAP recognizes that the subfields identified (economic sociology, networks, organizations, and/or law) represent critical fields in Sociology. CAP is also pleased to see Sociology's openness and willingness to collaborate and believes that this line is well positioned to reach students in many related disciplines, as well as serving critical curricular needs in Sociology itself. Despite a 2014 CAP decision that Sociology should be a 6-person department, Sociology has not been able to

realize that level of staffing. With this hire, Sociology will be fully staffed, and it is expected that the Sociology Department will be leave-proof with 6 FTE.

The Department of Sociology also submitted a proposal to the call for the second international studies line for a globally oriented position specializing in terrorism/counter-terrorism, policing, and intelligence. This sociologist is envisioned to offer courses for both the International Studies Program, Sociology, and Political Science, and the proposal outlined a number of exciting examples.

CAP recommends that the Sociology Department's request for the tenure-track position in international studies in the area of global terrorism/anti-terrorism not be approved, for the following reasons:

Societal conflicts over security and control are more current topics than ever, and CAP can certainly imagine this scholar contributing important and popular courses to the curricular offerings of the College. On the other hand, Sociology made it clear that the distinction between their two proposals is that Sociology needs the 6th position outlined in the "regular" proposal (above) to sustain their curriculum as a coherent whole, whereas the international studies position would be a 7th position that enabled the department to expand in new directions. While CAP is impressed by the creativity and vision conveyed in this proposal, CAP does not see an urgent curricular or institutional need to support this position in Sociology.