



major in the number of completions). The College therefore has an average of 11 graduating students per major, but these are not evenly distributed. Indeed, some departments are experiencing severe enrollment pressures.

The pressures are consequent upon several factors, including trends in the popularity of certain areas of study. CAP must weigh the importance, in a liberal arts curriculum, of supporting both the historically smaller majors and the ones that are experiencing newly heavy enrollments. In the first place, this means that CAP must try to assess the longer-term trajectory of trends; are newly high enrollments in certain fields accurate predictors of steady demand and growth in that field? In the second place, we need to ask whether high enrollments should, in each instance, be the main driver for changing the contours of the College's curriculum? A liberal arts college promises students the opportunity to take classes across a wide range of fields, to be a place that values the esoteric as much as the mainstream, and the traditional fields of study alongside emergent ones. Bryn Mawr's commitment to a diverse curriculum should, arguably, intensify as some other institutions of higher education have started to defund and even close down departments not deemed essential to a full liberal arts education. Our standing as a premier College for intellectually ambitious students depends on us maintaining a genuine even-handedness between the Humanities, Science and Mathematics, the Arts, and the Social Sciences.

In past years we have articulated CAP's work as taking place in an environment of finite resources. This remains true. But we should not allow this fact to produce a culture of scarcity that unduly stresses departments and programs and prompts them to think they must "use or lose" lines. Instead, we would rather that departments and programs take the time they need to be reflective and well-paced about the hires they want to make. This /P AMCID 3 do t start

of data collection. We are exceedingly grateful to Tina Bockius and Linda Butler

In May of 2012, CAP brought a proposal to the faculty to allow departments or programs that lose a junior faculty member in the initial term not to resubmit the position request if it remains unchanged. If the request is changed, the department or program must resubmit the proposal. The faculty approved this proposal. CAP then outlined a procedure whereby, in either case, the requesting department or program would take this moment of opportunity to reflect on the position in consultation with the Provost and a representative from Curriculum Committee, CAP, and Committee on Appointments. If the need and the proposal remain unchanged, then the requesting entity is allowed to reopen the search the following fall. If the position is reformulated after consultation with Curriculum Committee, CAP, Appointments, and other interested individuals or entities, the resubmitted proposal is considered by CAP in the following fall “with the understanding that CAP will be favorably inclined, in most cases, toward a reconceptualized position request that meets both departmental/programmatic and College-wide needs.” (Addendum to CAP Report 2011-12, p. 2). Although cognizant of time demands on faculty, CAP still believes that in the first case, when there is no change in the position description, the mandated consultation should occur between the department Chair, the Provost, and representatives from Curriculum, CAP and Appointments. In the second case, CAP notes that departments and programs can benefit from the opportunity to gauge whether needs have changed or whether the position description contributed in some way to the departure, thus making the best use of a resubmitted proposal in the following fall term.

Exit interviews: In the Annual Report of 2021-2022, p. 4, CAP recommended that the Provost offer an exit interview to departing faculty members. In coordination with CAP and in consultation with the Provost, the Committee on Appointments (CA) crafted a list of twelve questions to be asked at the exit interviews and decided that departing faculty should have the option to ask that the Provost not be present. One of the eleven departing faculty colleagues did not respond when invited by then CA Chair Leslie Cheng, and the second opted to postpone the interview. The nine remaining agreed that the Provost be present in addition to CA Chair Cheng and CAP Chair Armstrong. Each colleague interviewed was first informed that their redacted information would be shared with Appointments, CAP, and, if relevant, their department/program. Each was also given the option of keeping parts of the interview confidential with the three interviewers. The interviews took place both in person and on zoom. The faculty colleagues were invited to correct the notes taken by Armstrong; the notes were then redacted by Cheng and made available to CA and CAP members on their confidential committee sites. The further anonymized results were analyzed by Cheng in a synopsis that she presented at the September 2022 Faculty meeting, where the Provost and Armstrong joined her to answer questions.

well as respectful of each committee's charge. We are encouraged by the productive conversation we recently held with the Curriculum Committee Co-chairs about the staffing implications inherent in requests for new majors and look forward to a constructive working relationship with CC.

**Reflections on the Bi-**

- x **Bucher-Jackson Postdoctoral Fellowship**  
CAP received proposals for the Bucher-Jackson fellowship from the Departments of Biology, Chemistry, and Physics and recommended to the Provost that the Department of Physics be approved to search for a postdoctoral fellow in the general area of biophysics.
- x **Consortium for Faculty Diversity (CFD) Fellowship.** This Fellowship was not available in 2022-2023 for competitive bids from different departments and programs as there is already a CFD Fellow in place in Greek, Latin, and Classical Studies who is in a second term.
- x **The Mellon Postdoctoral Fellowship** – In fall 2021, Africana Studies, which had been selected for this position, reopened its search for a postdoctoral fellow, and the position was filled for the 2022-2023 academic year.

Calls for postdoctoral fellows, if available, will be announced in fall 2023.

### **CAP's Responses to Faculty Position Requests**

In semester I, CAP received letters of intent from eight different departments, for a total of ten faculty lines. In late semester I, CAP fielded full proposals from seven departments for nine lines or partial lines: Computer Science (2 lines), Graduate School of Social Work and Social Research, Growth and Structure of Cities, Literatures in English (2 lines), Philosophy, Physics, and Spanish. History submitted a full proposal in semester II after undergoing an outside review. All departments were directed by the “request for position” template to consult with faculty in allied fields at Bryn Mawr and at Haverford.

### **Program in Africana Studies, Tenure-Track Request**

In response to the CAP Annual Report of April 18, 2022 (pp. 5-6), the Program in Africana Studies submitted in August 2022 an updated proposal for a tenure-track (TT) position that would support their interdisciplinary program as it stands (it offers a minor) and allow it to grow in the future. As we noted in April, CAP agrees with the external reviewers as well as students and faculty working in the fields of African and African diasporic studies who have argued that the program needs support to gain parity with other similar offerings on campus, and that it is very much in line with the College's mission and commitment to increase its investments in this field. The position would serve as a cornerstone for the program and support upper-level seminars as well as core courses. In April, 2022, CAP requested that the updated Africana proposal focus on the humanities. This proposal cited humanities areas of interest in Philosophy, Literature, Languages and Film, Classics, History of Art, and interdisciplinary programs in Gender and Sexuality Studies, Environmental Studies, Performance Studies, Cultural Studies, Media Studies, and Digital Humanities. Africana proposed that the successful candidate could explore “issues of cultural production, arts and aesthetics, identity, power, racial justice, and social constructions” and gave three examples of possible scholarly profiles. CAP urged Africana Studies to focus even more sharply, in the position advertisement and in the search, on the humanities character of the position than the possible profiles did. CAP made this latter request because the recent hire in Sociology added to the social science resources already available to the program.

**CAP recommended that the expedited request from the Program in Africana Studies for a tenure track position be approved at the Associate Professor or Advanced Assistant Professor level for the following reasons:**

CAP recognizes the Program's immediate need for support and the important role it plays in fulfilling the College's mission. Currently, the program does its work with 0.5 FTE (shared with History) and with the assistance of the Steering Committee members, who are all faculty with appointments in other departments and programs. The position would serve as a cornerstone for the program, providing full-time leadership as well as supporting upper-level seminars and core courses. CAP recommended the proposal in September 2022, it was approved by the President, and a successful search has been conducted in AY 2022-2023.

**Department of Computer Science, Two Requests: Tenure-Track and Interim Conversion to CNTT**

The Department of Computer Science has requested the following two positions to better serve the growing number of students with an interest in this discipline: 1) a new tenure-track position, starting in 2024-2025, and 2) a conversion of a year-to-year full-time position to a CNTT position beginning in 2023-2024. The department emphasized in both proposals the need for additional staffing to serve the growing number of computer science majors and minors, as well as its continued commitment to support initiatives beyond the department, including the Data Science Program, the Concentration in Computational Sciences at Haverford College, and the Tri-College Linguistics program.

The first request focuses on the challenges faced by a department that attracts an increasing number of majors and minors. It speaks of the necessity to offer additional courses, especially core courses and electives, and additional staffing to adequately supervise 20-25 senior projects/theses per year. It also addresses the need to offer a comprehensive curriculum that covers core areas and argues that an additional tenure-track appointment should be made with (scholarship and research) expertise in key areas, such as theory, or systems.

The second request focuses on the first-year curriculum in Computer Science and the importance of continuity in staffing. The request explains that, in addition to computer science majors and minors, students minoring in Data Science or hoping to fulfill College-wide requirements, including Quantitative Methods, Scientific Investigation, and Physical and Natural Processes and Natural Science and Quantitative MA/QU, enroll in these courses. The interim position was partially supported by Data Science in the past three years, but this support ends this year. In light of the critical importance of these courses for a large portion of the student body and the uncertain funding situation of the Lectureship, the Department of Computer Science requested a CNTT position.

**CAP recommends that the request from the Department of Computer Science for a tenure-track position not be approved at this time for the following reasons:**

CAP appreciates the important role that the Department of Computer Science plays in diversifying the field of Computer Science and recognizes the growing interest in, and growing enrollment pressures on, Computer Science in recent years. CAP recommended the creation of a new tenure-







In addition to the loss of a Medievalist colleague whose departure is still deeply felt, the department will experience another departure due to a retirement in summer of 2024. In our conversations with members of the department, it became apparent that they were not aware they could submit a position request at this time for a specialist in recent US history, who would begin after the colleague's retirement. However, this has always been a possibility. Given that there is considerable student interest in recent U.S. history, CAP would suggest prioritizing a potential new hire in that area, as it would avoid creating another gap in coverage. Such a hire could build on the momentum generated by the departing colleague. We heed the advice of the external reviewers, who strongly advocated the department take this opportunity of two potential new hires to come together and think about those positions jointly as they re-envision the department. We recommend that the department return in the near future with a clear vision of their future goals and mission, and request(s) that support that vision.

### **Department of Literatures in English, Two Tenure-Track Requests**

The Department of Literatures in English submitted a request for two tenure-track positions, the first in Asian/American and/or Pacific Islander literatures with a possible expertise in postcolonial studies, the second in African American and/or African diasporic literatures. This request was prompted by recent turnover (an upcoming retirement, a resignation, and a passing) in the Department. The proposal asks that the searches be staggered, the first in 2023-2024, the second in 2024-2025. The proposal argues that the first position would be an important anchor for the new Tri-Co Asian American Studies minor and not2 (e)4 (s)-1 ( m)T(T)1r.tithat the2(s)1 ( w)4 -2 (ha)h,o.ckpted



While Philosophy is a relatively small major, overall enrollment in their courses remains robust. In addition, many courses are designed to contribute to broader College needs, and the Department contributes to College initiatives such as the ESem program, the 360 program, and the Quantitative Methods requirement. The reasoning behind searching broadly is well conceived, seeking to increase the offerings and scholarly activity while being mindful of the need to cover the core curriculum in philosophy. The practice of restricting searches to the beginning Assistant Professor level was eliminated in 2018 in an effort to diversify candidate pools by considering applicants across the entire Assistant Professor spectrum. Therefore, we do not see the need to extend the search to the Associate Professor level. CAP notes that the recent external review recommended the department hire a Comparative philosopher. While understanding that the pool of candidates in Comparative philosophy may be limited, we hope that the department will prioritize non-Western perspectives in their upcoming searches.

### **Department of Physics, Continuing Non-Tenure Track Request**

The Department of Physics submitted a request for a continuing non-tenure track line, prompted by an upcoming retirement at the end of the 2023-2024 academic year. In accordance with CAP's guidelines on the nature of CNTT positions, this colleague would be the coordinator of the non-major Physics curriculum and teach the lecture and laboratory sections for two introductory courses in Physics intended for non-majors and post-baccalaureate students (PHYS 101 and 102). These responsibilities differ somewhat from those of the current holder of the position.

### **CAP recommends that the request from the Department of Physics for a continuing non-tenure track position be approved for the following reasons:**

Introductory Physics courses serve a large proportion of our undergraduate student population and constitute a mandatory part of the curriculum in the postbaccalaureate program. The proposed position would be the only CNTT in the department and would be the only line focused on the introductory sequence and non-Physics majors. The position's responsibilities include coordinating, developing pedagogy, setting up and teaching multiple laboratory sections. The limitations of space and availability of equipment necessitate multiple experimental setups to be available simultaneously for students to rotate through during labs. Having a single CNTT coordinator for labs is the most efficient way to serve the large numbers of students in Introductory Physics courses for all non-majors. Moreover, the College instituted guidelines for CNTT positions long after the departing faculty member had joined the College. The alignment of the proposed position with those guidelines means that current tenured and tenure-track faculty would be able to reallocate some of the effort they were dedicating to the non-major introductory sequence toward offering more courses at advanced undergraduate and graduate levels.

### **Department of Spanish, Tenure-Track Request**

The Department of Spanish submitted a proposal for a tenure-track position at the Assistant Professor level in 19<sup>th</sup> to 21<sup>st</sup> century Spanish Peninsular literature and culture. (Im)migration literature, film and media studies, gender studies, and/or ecocriticism would be the targeted/desired areas of specialization. This request was prompted by the recent departure of a senior colleague from the College.

**CAP recommends that the request from the Department of Spanish for a tenure-track position in 19<sup>th</sup> to 21<sup>st</sup>-century Spanish Peninsular Literature and culture at the Assistant Professor level be approved for the following reasons:**

There has long been a considerable student interest in 19<sup>th</sup>- and 20<sup>th</sup>-century Peninsular literature, and courses in this area have always drawn in many students. While the department serves a very high number of students across its language courses, the number of majors took a hit during the pandemic. However, it is showing signs of improvement with the return of various study abroad programs, as well as new programming initiatives the department has engaged in over the past year. The department's openness towards hiring someone who could teach non-Spanish (e.g. Basque or Catalan) literature in Spanish translation also expands the possibilities for this hire. In addition to the new hire made this year, another stable presence in the department with the foci listed above would help attract new majors and minors to the department, including by teaching lower-level language courses as pathways into the major. We reiterate our recommendation from last year that, in accordance with the College guidelines regarding the nature of faculty positions, tenured and tenure-track faculty are expected to teach at all levels of the curriculum, including language courses; such engagement is also likely to increase the number of majors.