

To: Joan Hinde Stewart, President  
From: Patrick D. Reynolds, Dean of Faculty  
Re: Term and tenure-track faculty allocations  
Date: August 24<sup>th</sup>, 2012

Having reviewed the allocation recommendations from the Committee on Academic Policy (CAP), received in late June, I now write with my response to those recommendations. In doing so, I commend the CAP for its thorough and conscientious work in assessing the allocation proposals; I am particularly impressed with the depth of the committee's comments on the potential curricular contributions and curricular planning rationale of each. The members of the committee deserve plaudits and recognition from faculty colleagues and the administration for their exemplary work, chaired by Professor of History Tom Wilson.

I write to recommend that the College follows the CAP recommendations on allocations in all respects with the exception of that for Chemistry, and with a proviso on the recommendation for a tenure-track allocation to Dance. In sum, I recommend single tenure-track allocations in Chemistry, Dance, Hispanic Studies, Math, Psychology, and Sociology; the allocation of single term positions to Classics and Government; the decline of the allocation requests of Classics (tenure-track position), Cinema and New Media Studies, Communication, Comparative Literature, English, and Environmental Studies. These recommendations include a conversion of a term position to a tenure-track position in Hispanic Studies, thus increasing the tenure-track count by one and reducing the term position count by same; in doing so, I retain the right to convert a tenure-track position to a term position in a future allocation recommendation. Below, I discuss the recommendations that differ from those of CAP in more detail.

In recommending a tenure-track re-allocation to the Chemistry department, disagreeing with the CAP, I note that the Research Corporation (RC) awarded a department development grant to Physics and Chemistry six years ago, increasing the faculty FTE in Chemistry from six to seven. In making the award, targets of a 25% enrollment increase and 30 annual concentrators (total chemistry, biochemistry, and chemical physics) were proposed to RC. Review of the most recent Chemistry enrollment data indicates that enrollments have increased every year for a cumulative 27% over the last 5 years, and majors have increased to a six-year high of 31 in 2013 and were sustained at 30 in 2014 ([https://my.hamilton.edu/college/institutional\\_research/enrollment9.pdf](https://my.hamilton.edu/college/institutional_research/enrollment9.pdf)). With 3.1% of Hamilton College majors declaring Chemistry, the program ranks seventh among our 25-college peer group despite being based on lower 2008-10 numbers. ([http://my.hamilton.edu/college/institutional\\_research/outcomes9.pdf](http://my.hamilton.edu/college/institutional_research/outcomes9.pdf)). Therefore, the department has largely met the enrollment goals upon which the grant award, increasing FTE to seven, was made; this allocation sustains that FTE increase. While I do not accept that a grant award requires the College to honor the original proposal indefinitely, and the period of obligation to a grant award is ill defined, I think the College should, and external grant agencies will, reasonably expect that period to exceed a typical pre-tenure probation if the goals upon which the award was predicated are met.

With regard to Dance, while I agree with the CAP recommendation for re-allocation of a ballet and dance history position, I have concerns for maximizing the success of scarce faculty FTE resources. As stated by CAP, "the Department's goal is to maintain its strengths, improve collaboration with the Music Department, and to build on the talents of a new hire." However, the current Dance Department has only two members and, after careful consideration and discussion with the faculty members involved, we have agreed that a greater number of experienced tenured members will provide a stronger environment for the mentorship and development of an entry-level tenure-track dance faculty member. To this end, all music and dance faculty members have agreed to form a single Music and Dance Department, which will jointly oversee personnel matters while maintaining independent curricula and budgets; a Faculty motion to

effect this change is currently being prepared. Therefore, I anticipate making this allocation when the Faculty approves the newly configured department.

I wish to note that, in accepting the CAP's analysis of the strength of Government's curricular argument for a Latin American politics position, which will also support the Latin American Studies program, I recommend allocation to Government of the term position I withheld last year and temporarily housed in Communication to alleviate the adjunct budget (while English and Comparative Literature unsuccessfully discussed forming a joint department for that allocation).

Within CAP's allocation recommendations, several related curricular insights were provided, particularly in regard to limited resources and overlapping allocation proposals and curricular goals from different programs and departments (e.g., English & Creative Writing and Comparative Literature; Communications and Cinema & New Media Studies). I appreciate these insights as they will inform me in terms of resource allocation and curricular planning with these programs and departments.

I conclude by expressing my admiration for the investment of time and thought by all departments and programs that submitted proposals to this process; there was an impressive degree of curricular innovation under consideration, clearly and broadly motivated by a strong commitment to enhancing the educational experience for Hamilton students. *In toto*, the process this year confirms for me that the foundation of Hamilton's educational excellence resides at the department and program level, with the faculty who comprise the fundamental units of curricular organization. While it is an unfortunate reality that we cannot approve all or even most proposals, it is a testament to the Faculty that we fully engage and respect this rigorous process of internal peer review and partnership in shared governance.