

MEMORANDUM

To: Margaret Gentry, Dean of the Faculty
From: Committee on Academic Policy (John Eldevik, Nathan Goodale, Martine Guyot-Bender, Rob Hopkins [Chair], Tara McKee, Adam Van Wynsberghe)
Re: Allocation Recommendations
Date: April 20, 2017

The CAP received twenty-seven separate faculty allocation requests for tenure-track and renewable positions, as detailed in the paragraphs below. The Committee considered the allocation requests with an eye toward ramifications for the future of the curriculum and how it will serve our students. In this process the CAP considered first and foremost the curricular arguments for each proposed position, and gave substantial weight to enrollment and concentration numbers per FTE (while understanding that the number of concentrators varies considerably from department to department based on many different factors). Further, the CAP considered responses to suggestions from the most recent departmental or program external review, future planning, contributions to the College's curriculum, comparisons with similar programs at peer institutions, and grade distributions as they might relate to enrollments.

The following is a summary of the positions that are and are not being recommended, with more detailed explanations for each department and program provided below. The CAP recommends the allocation of tenure-track positions in the following areas, though at times under certain conditions given below: Biology, Chemistry, Classics, Computer Science, Economics, Environmental Studies, Mathematics, and Philosophy. The CAP recommends renewable positions in Environmental Studies, Hispanic Studies, History, Italian, and Theatre. In addition, the CAP recommends a position to be determined in Russian Studies. The CAP also recommends term positions, as described below, in Chinese, Computer Science and Mathematics (jointly), and Dance and Movement Studies.

The CAP does not support requests for new tenure-track positions in Chemistry, Computer Science, Economics, Education Studies, German Studies, Hispanic Studies, History, and Mathematics. The CAP does not recommend a renewable position in Chinese or Classics. The Committee is aware that the Dean, after consultation with the CAP, has already returned one renewable position to Chinese and authorized a one-year term position for Economics. The CAP is not recommending allocation of one tenure-track position, which will allow for more flexibility in the future when responding to allocation requests. Given that the College is in the midst of strategic planning, it makes sense to have a tenure-track position available to fill a special need that may be identified in that process.

Biology

The Biology Department requests a tenure-track position in Developmental Biology to replace Professor Sue Ann Miller. Developmental biology strongly supports students in pre-health professions and bridges all of the subdisciplines of biology. All of our peer institutions have at least one developmental biologist. The department aims to hire an individual who will complement the existing curriculum as well as form productive collaborations within the department and with affiliated programs, in particular Neuroscience. The CAP supports this request on condition, as expressed in the request from the department, that the new hire will contribute to the Neuroscience program.

Chemistry

The Chemistry Department requests the reallocation of one tenure-track line with a specialty in Biochemistry vacated by Myriam Cotten's departure and requests one new tenure-track line with a specialty in environmental chemistry. The position in biochemistry will continue to contribute significantly to both the chemistry curriculum and also the Biochemistry and Molecular Biology interdisciplinary program. The CAP supports this request. The department also requests a new tenure-track line in environmental chemistry that would help the department add an additional area of focus not well represented among the current faculty. The external review team from the AY 2016-17 endorsed the need for an environmental chemist in the department. The CAP considered this request, and in light of the need in Environmental Studies, there may be potential for future collaboration with the ES program. However, at this time the curricular argument and demand is less than other needs within the College. The CAP does not support the request for a new tenure-track line in Chemistry.

Classics

The Classics Department requests the reallocation of one tenure-track line being vacated by Barbara Gold's retirement in June 2018 and a new two-year visiting position, renewable for another two years. The department argued for an advanced assistant or early associate professor tenure-track hire who could teach a course in environmental studies, Roman law, or medieval studies. Hiring at an advanced level was suggested in the department's last external review in the fall of 2013 since the department would have three tenured members retiring in a short period of time. The other tenured member currently in the department, Shelly Haley, is planning on retiring in June 2020 or 2021. Anne Feltovich, the current Assistant Professor who replaced Carl Rubino, is on an accelerated tenure clock and, if successful, will be tenured before (or as) Haley retires. The department argued that it needs both positions in order to staff its dual-option concentration. The CAP supports an advanced assistant tenure-track hire to replace Barbara Gold, but does not support the request for the renewable position. We understand that the department feels it needs to teach sixteen courses every year and that none of its courses can be intermitted, and the request mentioned the possibility of creating a new course to meet the SSIH requirement. However, the department has intermitted Greek language courses on occasion and it has no need to create a new course to meet the SSIH requirement. Further, the allocation request does not mention the various faculty across the College who teach courses that contribute towards Classics. It appears to us that the department is requesting a full position when the

need may be as small as one course a year. We understand that it will be a challenge for the department to offer all of its courses over the next few years, but when Barbara Gold, who is currently at $\frac{4}{5}$ time, gets replaced with a full-strength position, the department will have one additional course. The same situation will likely happen if Shelly Haley gets replaced by someone who teaches at full-strength in Classics. We encourage the department to work with the Dean's office to obtain adjunct support or find a way to intermit an upper-level Greek course until those extra courses materialize.

Computer Science

The Computer Science Department requests the reallocation of Rick Decker's tenure line in expectation of his retirement in June 2018, after a successful hire this year, as well as three additional tenure-track faculty starting in successive years beginning in July 2018. The latter new positions would address both enrollment pressures—the latest three-year averages indicate that Computer Science has the highest enrollments per FTE at the College—and better coverage of the discipline while allowing for increased collaboration with other disciplines at Hamilton. Stuart Hirshfield begins a phased retirement in 2017-18, and the department is currently searching for two tenure-track faculty members. Hiring in this area is a very difficult task, indeed, and based on what we have been told it may be that one of the searches (which have been ongoing for several months) will fail this year. The CAP appreciates the severe enrollment pressures and the likelihood that demand at Hamilton and nationwide for the study of computer science may only increase. Further, we know that it is generally not possible to hire a leave replacement, and that tenure-track searches tend to take a few years before achieving success. Even so, the CAP believes that it is in the best interests of the College and the department for the next two new tenure-track hires to participate in the long-term planning for the department and the hiring of additional faculty, should further new positions be approved. Moreover, the expected practice for replacing a retiring faculty member includes that faculty member's signed retirement agreement. Consequently, the CAP recommends that the Computer Science Department be authorized to hire a tenure-track replacement for Rick Decker if he signs a retirement agreement in the next three years, but we cannot support additional tenure-track positions at this time. If Decker does not sign within three years (the window for the current set of allocation requests), then the department will need to reapply for the position.

If the Computer Science Department is unable to hire at least one of the positions for which it is searching this year, then that opens up a possible one-year term position that could be used by the department. The CAP recommends that the Dean authorize such a position to aid not only Computer Science (three courses) but also Mathematics (two courses; see below for other recommendations about that department). Moreover, if the Dean agrees to postpone the authorization of a position in Russian Studies (see below for the CAP recommendation), then there is an additional two-year term position (for AYs 18-19 and 19-20) that could be, and the CAP recommends should be, provided as a joint appointment to Computer Science and Math such that (1) three of the five courses be allocated to Computer Science, with at least one of those courses being a Discrete Math course that could be cross-listed in Math, and (2) two of the courses be allocated to Math on condition that in each year of the position the department has someone teach a course aimed at

students with less adequate math preparation (that makes calculus an unrealistic choice; that kind of course was recommended by the external reviewers). Such a use of resources should benefit both departments, which have very high enrollments per FTE.

Dance and Movement Studies

The Dance and Movement Studies Department requests a renewable position in ballet history and technique. Currently, two part-time instructors are teaching ballet. The department believes that the requested renewable position is partially justified by an important curricular need—that of a course in dance history, required for the concentration. Yet, the CAP notes that the department has very few concentrators (as reported by the Registrar's Office: none in 2017, one each declared in the classes of 2018 and 2019). Moreover, the recent external reviewers identified substantial concern about a lack of rigor in the department's curriculum. The CAP shares that concern. At this point the CAP is not convinced that the department should continue to offer a concentration, so the need for the course in dance history (which has, nevertheless, not been offered on a regular basis for many years) is not compelling. The CAP believes that adjunct instructors could be hired to teach ballet courses, and indeed the department indicated that, while not its preference, it could work with adjuncts. Once the external review report is received, the CAP believes the department will need to re-examine its curriculum and provide a convincing long-term plan for a sustainable future. Absent that, the CAP cannot support the department's request for a renewable position. The CAP does recommend that the Dean provide a one-year term position while the department makes changes to its program.

East Asian Languages and Literature—Chinese

The East Asian Languages and Literatures Department requests a renewable position in Chinese to renew the position filled by Lian Xue that is set to expire at the end of next academic year. The position facilitates teaching language pedagogy at all levels of the program. The external review commended the Chinese portion of the department as providing one of the best Chinese language undergraduate programs in the country. We applaud the efforts of the faculty. At the same time, the CAP views the low enrollments and allocation of resources as a great concern—specifically that faculty get .5 teaching credit for “supervision” that is part of the normal teaching responsibilities (without additional teaching credit) in other language departments. The CAP is not convinced that the amount of resources requested by the department is necessary to sustain a strong program in Chinese. The external review also indicated that our program is unique in terms of the number of contact hours for how Chinese is taught. The CAP recommends the allocation of a one-year position to help EALL transition to a new curriculum teaching Chinese—one that is sustainable with fewer resources.

Economics

The Economics Department requests three tenure-track positions: one reallocation in the field of macroeconomics as a result of Judit Temesvary's departure, a new position in urban economics, and a new position in the field of the law and economics. The first two positions would start in 2018-2019 and the third in 2019-2020. The department argues that macroeconomics is clearly essential to their curriculum, and the CAP agrees. Given the

department's enrollments and the need to teach introductory macroeconomics, macroeconomic theory, and upper-level courses in this area, the CAP supports this request. The other two positions are requested to supply additional breadth to the department's curriculum and to help make interdisciplinary connections across the College. The CAP agrees that these would be valuable additions to the curriculum, but given pressing needs in departments and programs with many fewer resources, the CAP does not support further expanding the Economics Department at this time. The CAP recognizes the difficulties that the very large enrollments in Economics courses present to the department but is not convinced that broadening the curricular reach will solve the problems.

Education Studies

The Education Studies Program requests the allocation of a tenure-track position owing to Susan Mason's retirement in June 2017. Mason's position was administrative, but the Dean determined that the position would be reallocated as a faculty position. The program argued that the position will preserve the Education Studies Program and minor by having a full teaching load, managing the .8 FTE Education Studies adjuncts, maintaining cross-listed courses from departments in support of the minor, advising students, and serving as the program director. The CAP is concerned with several aspects of the current Education Studies Program. The reallocation proposal did not provide a particularly strong vision for the future of the program. The CAP recognizes the minor is important to current students and for recruiting prospective students. However, the current model is oriented toward vocational teaching, not liberal arts education. The CAP recommends that the program committee come together to suggest an academic vision for Education Studies with the hope that a department will commit to the program and shepherd the minor. The CAP is also not convinced that we immediately have to put a tenure-track person into the program for it to survive, as long as the current committee is dedicated to providing courses for the minor. The Dean has already approved a temporary position for the next academic year to give the committee time to plan for the future of Education Studies. Therefore, the CAP does not support the allocation of a position at this time.

Environmental Studies

The Environmental Studies program requests a tenure-track position to be allocated to the program at the advanced assistant or the associate level in the area of climate science. The program committee argues that student interest in environmental studies and the need to create a sustainable, reliable set of courses while meeting the needs of the environmental studies concentrators justifies the hiring, and the CAP agrees. Despite not being able to provide a consistently reliable curriculum, the program has a healthy number of concentrators, and the CAP is convinced that the number is likely to grow. The CAP believes it is time for the College to put sufficient resources in a program that is an important area of study currently and likely to become an increasingly important area of study for future students. Having said that, the CAP does not believe that the appointment of a single tenure-track climate scientist is sufficient to meet the need, and we also do not believe that an isolated single individual is capable of making the kind of difference that we want to see in the environmental studies program. Consequently, the CAP supports a senior, associate-level hire of a climate scientist to lead the program, strengthen the curriculum, and advise on (1) possible joint appointments of current faculty and (2) how a second renewable

position should be defined that would make the most sense for the program. The advertisement for the climate scientist should be broadly construed and distributed to the conventional outlets for environmental science, biology, chemistry, geosciences, and archaeology. The second, renewable position would be available to start the year after the hiring of the new director, but could be delayed if the program needed more time to determine the area of the hire. This recommended course of action presumes that (1) the Environmental Studies Committee will secure approval of tenure guidelines and work with the administration to define a tenure committee, (2) the administration will work to find space in the Science building for the new hires, and (3) the administration is willing to put a tenure-track position in a program. The CAP is convinced that a strong and sustainable environmental studies program is not possible without adding resources and we therefore recommend that the administration approve the hiring of a senior tenure-track climate scientist to lead the program and authorize the subsequent hiring of a person in a renewable position that is defined with the input of the new director.

German Studies

The Department of German and Russian requests the conversion of a current renewable position in German to tenure-track, and the allocation of a new tenure-track position in German language with a specialization in media and film studies, cultural studies, literature, or translation. German finds itself at a crossroads, facing not only a broad, secular decline in enrollments and concentrators reflected in national trends, but having suffered from a complicated personnel situation over many years that impeded the development of a sustainable program. The CAP is committed to ensuring that German language and cultural studies remain a vibrant part of Hamilton's curriculum, but is worried that a stand-alone German Studies program may not be sustainable going forward. There is an initiative underway to consider the creation of a European Studies concentration that might provide a more sustainable framework for German Studies, and CAP therefore advises the Dean to consider the possible conversion or allocation of a tenure line or lines in German in the context of the outcome of these nascent discussions, keeping in mind that two full-time positions at a minimum would be required to sustain a robust German curriculum of any kind. Ideally, these would consist of one tenure-track position with a focus on interdisciplinary literary or cultural studies, supported by a second, renewable position (or "Professor of Practice" should that rank be approved) dedicated primarily to language instruction. The CAP does not support the German Studies requests at this time.

Hispanic Studies

The Hispanic Studies Department requests the conversion of its renewable position that it has held since 2000 to a tenure-track position in Spanish linguistics. The CAP acknowledges the strong interest in Hispanic Studies, both in terms of enrollments and concentrators. We also understand the strain that searching yearly for leave replacements puts on the department. We were glad to see the external review make a recommendation for the department to request a tenure-track line as a permanent leave replacement. The department, however, chose to request a linguist instead of the leave replacement position. Unfortunately, the argument for having a linguist in the program is not convincing. It does not appear that the department has consulted with the current faculty who teach in the

Linguistics program, as that was not mentioned in the request, and there were no supporting letters from those faculty members. The department mentions that a Spanish linguist could contribute to the Linguistics minor by teaching a course in English, but it fails to provide any other specifics. Therefore, we cannot support the current request to convert the renewable position to a tenure-track position. However, given the need for resources in the department, we do recommend that the department keep its renewable position.

History

The History Department requests the reallocation of a tenure-track line in European history being vacated by Al Kelly, who is retiring. The request specifically seeks to search for an historian of continental Europe during the period between the sixteenth and early nineteenth centuries with a specialization in the history of science. The CAP believes that a scholar of this geographic location and time period is extremely well-poised to make broad connections across the college's curriculum and will likely contribute to students' foundational knowledge in many other disciplines in addition to history. The department's request identifies the history of science as currently a particularly vibrant subfield that may help in bridging interdisciplinary boundaries, and the CAP is supportive, but not prescriptive, of adding a faculty member in this area as long as such narrowly defined criteria do not unreasonably exclude the strongest candidates. The CAP believes the curricular argument for this position is strong. The CAP also recognizes, however, that the History Department is relatively faculty resource-rich compared to most departments. The department has had a downward trend of enrollments in recent years, mirroring national trends, and its enrollments per FTE are roughly in the bottom 20% of all departments. In addition, the number of history concentrators has decreased significantly in recent years from an average of 26.8 for the graduating classes of 2010 to 2014 to 17.6 for the graduating classes of 2015 to 2019. Given the strong curricular argument, the CAP recommends the allocation of a renewable position in early-modern continental European history. CAP recommends a renewable position instead of a tenure-track position to avoid disrupting the department's coverage of this critical geographic area and time period without committing long-term resources to a department that currently has enough FTE to staff a rigorous and valuable curriculum. Should a European Studies program or department be created, it may be that a future CAP will recommend that the department be authorized to convert the renewable position to a tenure-track position, providing that the subsequent search would attempt to identify a person that could lead European Studies.

Italian

The German and Russian Department has requested the reallocation of a renewable position in Italian currently held by Mary Sisler. Though enrollments are slightly lower than in past years, it is evident that there is still strong demand for Italian, especially now that the program has had two full-time positions and offers a wider range of courses. Over the past several years, CAP has expressed some concerns about the rigor of the Italian program: the exceptionally high percentage of A-grades awarded, the number of contact hours in introductory courses, and the fact that, unlike in the other Romance languages, it only requires two semesters of study before students go abroad. The department and the Italian instructors have taken some concrete steps, it appears, to address the grading issue

(adopting new textbooks and testing procedures), and have responded that, given the size of the program (it does not contribute to a minor) and the fact that Italian is not generally taught at the high-school level, it is not unreasonable to have a different standard to go abroad. Though these issues deserve further discussion, the CAP supports the Italian program and recommends reallocating the renewable position to Italian.

Mathematics

The Mathematics Department requests the reallocation of one tenure-track line in statistics being vacated by Tim Kelly's retirement in December 2018 and a new tenure-track line in the area of probability and stochastic processes. The department argued that not reallocating the tenure-track position would be devastating to its statistics program because other mathematicians in the department are not able to cover all of the statistics classes that have been taught, and one statistician cannot offer enough sections to meet the current demand. The department also argued that the new position would add content to its curriculum and increase its general staffing level, which would allow them possibly to offer a statistics concentration, expand the SSIH offerings, offer outreach courses, and cover one-semester leaves and course reductions. The CAP acknowledges that the Mathematics Department has extremely high enrollments and concentrators per FTE and supports the reallocation of Tim Kelly's position back to the department. At the same time, the CAP notes that the department has not substantially reconfigured its curriculum to address issues that were raised in the most recent external review, or figured out how to provide a sustainable curriculum with current resources. The department has consistently stated that its current curriculum, with three required writing-intensive courses, is a priority, but even the department has recognized it is not sustainable with current staffing. The CAP invites the department to find a way to do just that. Under the circumstances, the CAP cannot support the addition of a position at this time. As mentioned above, we are recommending that an available term position be split between Mathematics and Computer Science in the coming years. Those two courses (in addition to Discrete Math, which could be cross-listed in Mathematics) along with Dick Bedient's three courses while he is on a phased retirement should help alleviate the enrollment pressure that the department is experiencing.

Philosophy

The Department of Philosophy requests a tenure-track position to replace Rick Werner, who is retiring at the end of the spring semester 2017. The department wants to hire someone to teach ancient philosophy (the pre-Socratics through Augustine), upper-division courses in social and political philosophy, and courses in one or more of the areas of aesthetics, ancient philosophy, or philosophy of technology. The new hire will basically replace the fields offered by Rick Werner that contribute to several educational goals. Finding someone with training in aesthetics would allow the department to connect more fully to Hamilton's educational goal of teaching aesthetic discernment. We note that the Philosophy Department serves a large portion of the college population, beyond its majors, including first-year courses. Many of its courses also contribute to various interdisciplinary programs on campus such as Environmental Studies, Africana Studies, Cinema and New Media Studies, Neuroscience, Classics, and Public Policy. The CAP supports the request.

Russian Studies

The German and Russian Department requests the reallocation of a tenure-track position in Russian language left vacant by the retirement of Frank Sciacca (who begins a reduced teaching load in 2017-2018) with a specialization in literature, media studies, translation, or cultural studies. The CAP agrees with the department's assertion that a concentration cannot function at the College's standards with only one committed faculty member. The CAP also agrees that Russian Studies is a valuable contributor to the college curriculum, although it has extremely low enrollments per FTE and very few concentrators. Given that Frank Sciacca will continue at 0.6 FTE and is available to teach both language and cultural courses that support the Russian Studies concentration through the 2019-2020 academic year, the CAP does not support the replacement of the tenure-track line at this time. In order to enable the Russian Studies program to be continued, however, the CAP recommends a position be granted to the department to begin at the time of Frank Sciacca's full retirement (i.e., initiation of a search in AY 19-20). The CAP suggests that a future CAP recommend either a tenure-track, renewable, or "Professor of Practice" position should that rank be approved, taking into account the situation at the time for Russian Studies. If a European Studies program or department is created by then, it could be that Russian Studies would become an important part of that area of study.

Theatre

The Theatre Department has requested the reallocation of a renewable position dedicated to theatrical design. The department's proposal makes a strong case that this position is essential to the concentration's curriculum. The department furthermore has acknowledged previous issues with mentorship and oversight of the position and moved to correct them. Enrollments appear to be improving and the position is now much more effectively integrated into the rest of the department. The CAP supports the department's request.