

To: Patrick Reynolds, Dean of the Faculty
From: Committee on Academic Policy [Karen Brewer, Robert Hopkins, John McEnroe, Tara McKee, Nancy Rabinowitz, Stephen Wu (Chair)]
Re: Allocation Recommendations
Date: May 8, 2015

This year's allocation cycle saw an unusually large number of requests. Given the upcoming wave of retirements, it is likely that many faculty positions will be available for allocation in the next several years. In making its recommendations, the CAP has aimed to take a long-term view of the curriculum, thereby allowing for some flexibility in allocating positions over the next several years. Indeed, the CAP recommends not awarding one of the available tenure-track positions this year in favor of providing more flexibility next year, when—for the first time—departments will be encouraged to make requests for the next few years rather than just the following year. We are already aware of a few strong proposals for next year from departments in this cycle of allocations, but we believe it would be best to recommend the remaining tenure-track slot when we have more information and can evaluate the relative strengths of proposals from many departments with a long-term view in mind. Consequently, we urge you not to allocate one of the tenure-track positions now available.

The Committee has been mindful to use the criteria for evaluation as outlined in its allocation guidelines (available at the link below).

http://www.hamilton.edu/documents/CAP%20Allocation%20Guidelines_November10_2014.pdf

First and foremost, the CAP considers the curricular arguments presented by each department or program as they relate to the concentration, the contribution to the college-wide curriculum, and in comparison with similar programs at peer institutions. The CAP also gives consideration to long-term personnel planning, enrollment and concentration numbers per FTE, and responses to suggestions from external reviews. Below, we discuss our recommendations regarding each of the individual requests.

The Anthropology Department requests two tenure-track positions. The first request is for a socio-cultural anthropologist specializing in the ethnography of China to replace Christopher Vasantkumar who resigned in February, 2015. Although the original funding for this position through a Luce Foundation grant has expired, the Department requests a continuation of the position. The Department notes that this position has been essential to their program, and that it has contributed two courses per year to the Asian Studies program. The request is supported by a letter from Kyoko Omori on behalf of the Asian Studies program. The CAP supports the request.

The second request from the Anthropology Department is for an additional tenure-track position in biological anthropology. The position would allow the Anthropology Department to expand its offerings, and to cover all four of the traditional fields of the discipline (sociocultural anthropology, biological anthropology, archaeology, and linguistic anthropology). The Anthropology Department submitted a similar request last year. In response, the CAP wrote: “The proposal is noteworthy for describing the ways that this position would broaden opportunities for Anthropology concentrators and for reaching out to other departments in

showing the potential contribution to the broader curriculum at the College and increased scope for collaboration in the sciences. That said, the comparison data provided in the request shows that only a few of the comparison schools have a faculty member specializing in Biological Anthropology, and even fewer schools (three total) have the ability to offer a true ‘four field’ Anthropology program. Given the current resource constraints, the CAP is unable to support the request at this time.” Our response this year is the same. We are unable to support the request for an additional position.

The Art Department requests an allocation to teach clay-specific courses such as Introduction to Ceramics, Ceramic Figure Sculpture, and Architectural/Installation/Spatial Ceramics. Currently the Department has three faculty members teaching in 2D, only one in 3D, and two in 4D. As a result, only two ceramics courses are being offered. The CAP supports the allocation of the requested tenure-track position to the Art Department, but only upon the retirement of a current faculty member teaching in 2D. With that change, the Art Department would then have two faculty members teaching in each of the areas (2D, 3D, and 4D). We note that the Art Department is overdue for an external review (the last was in 2001) and we recommend that an external review be completed in the near future.

The Chemistry Department requests reallocation of the position open due to the retirement of Tim Elgren. Elgren worked in the area of biochemistry and the Department wishes to maintain two FTEs devoted to this area. The proposal makes a convincing case that this area is necessary to maintain the quality of both the Chemistry and the Biochemistry/Molecular Biology (BMB) concentrations. This position will maintain course offerings in biochemistry, provide research opportunities in BMB, and allow the Department to offer smaller sections of the introductory courses and to award teaching credit to one to two faculty per year for senior thesis supervision. The Chemistry Department routinely hires adjuncts to cover enrollment demands in introductory laboratories, thus supporting the necessity to keep the current level of staffing. The request also makes the case that the position would contribute to students preparing for the health professions. The CAP is disappointed that there has not been an external review of the Chemistry Department since 1996; our understanding of the reviews completed for the Research Corporation is that they do not include a comprehensive review of the curriculum. We recommend that the Department complete an external review at the earliest opportunity. Even so, the CAP finds the curricular argument to maintain two biochemists to be a strong one and supports the request for the reallocation of Tim Elgren’s position.

The Communications Department requests a reallocation of the renewable position that it currently holds. The Communications Department currently has one tenured member, one renewable position, and an additional discretionary term position that has been given by the Dean of Faculty. With the recent closing of the Communications concentration and the upcoming loss of the discretionary term position, the CAP supports the reallocation of the renewable position to the Department in order to provide sufficient resources to support the minor in Communications.

The Computer Science Department requests a tenure-track replacement in anticipation of Stu Hirschfield’s retirement (he will reduce to three courses in the fall of 2017 for three years) along with another replacement position for Rick Decker (who has not yet announced his retirement)

and a new tenure-track expansion position in applied systems. The long-term plan for the Department is to have a faculty of six (Mark Bailey and Alistair Campbell, along with faculty with expertise each in human-computer interaction/artificial intelligence, computer science theory, operating systems, and applied systems), which is a net increase of two over the current FTEs. The request for expansion positions is derived from an increase in student interest for introductory coursework and the potential curricular ability to offer courses for which there is high demand among student concentrators. The primary priority for the department, after the replacement of Stu Hirshfield in the AI area, is in the area of applied systems, which will bring new expertise to the department. The department points out that more than half of our peer institutions offer courses that Hamilton does not. The difficulties in finding qualified candidates for short-term, non-tenure-track positions would make a renewable position in any of these specialties problematic.

The CAP recommends the reallocation of Stu Hirshfield's position, but for the search to take place in the 2016–17 academic year so that a new faculty member would be in place when Stu reduces his teaching to part time in the fall of 2017.

The CAP does not recommend early reallocation of Rick Decker's position since he has not yet announced his retirement. At the time of Rick's retirement, the Department plans to request to expand the Department in order to have two faculty colleagues to cover the areas of theory and operating systems, both now covered by Rick. The Department further requests an expansion position to cover areas not currently covered in its curriculum (broadly on applied systems). The CAP believes that both of these requests are premature. As in last year's response to the Department, the CAP acknowledges that few if any departments at Hamilton can offer courses that fully cover their disciplines, which forces every department to strike a balance among introductory courses, interdisciplinary courses, and their upper-level requirements and electives.

The Dance and Movement Studies Department has again requested a tenure-track position in ballet and dance history. Previously, the CAP recommended just such a position, but the Department was only granted a renewable position. The CAP believes strongly that the Department has provided a compelling curricular argument for the need for a position in ballet and dance history in order to maintain its concentration. The CAP further believes that it is important that the College's curriculum includes a concentration in Dance and Movement Studies. Consequently, we recommend a tenure-track position as proposed. Should the position be approved, we urge that the COA and Dean of Faculty work with the Department's faculty to create a tenure and reappointment committee as recently provided for in the *Faculty Handbook*.

The East Asian Languages and Literatures Department (Chinese program) has experienced two retirements (Hong Gang Jin and De Bao Xu), which are currently being replaced by one-year appointments. The Department requests the reallocation of both positions: one tenure-track in pre-modern Chinese literature and culture, and one renewable position in language. The Department argues that a second tenure-track line, in addition to that held by Zhuoyi Wang, is essential for the curriculum, which now focuses on the modern period in China, and for departmental stability. They request the renewable position to be filled by a language pedagogy specialist. This person will teach language courses, "design a new curriculum, coordinate the language courses, and lead the teaching team." The Department argues that a renewable position

is better suited to this period of transition, in which they hope to develop a new system of language instruction; they further maintain that an individual without the Ph.D. and in a non-tenurable line will be more effective because s/he will not need to attend to scholarship in addition to teaching.

The CAP recommends the allocation of the renewable position for language teaching, but recommends against the allocation of the tenure-track position in premodern Chinese literature and culture. Although sympathetic to the need to broaden the curriculum in this way, the CAP is not convinced of the need for an additional FTE at this time. The CAP has significant concerns about the very low enrollments in the Department, and we urge the Department to consider efficiencies in the way it organizes its offerings, in particular the multiple sections of the language courses and the use of a coordinator to oversee them. The Department has not had an external review since 2002; the planned review of language programs as well as an external review of the Chinese program may provide valuable insights that should be gathered before we consider filling this second position.

The Economics Department has requested a removal of the mortgage on their 12th FTE (which is set to go back to the general pool with the next retirement in the Department) and a new tenure-track position in behavioral economics. In 2007 the Economics Department was granted a 12th FTE in a tenure-track position with the understanding that it would need to give back the next tenure-track vacancy in the Department to return to 11 FTEs (i.e., a “mortgage”). In 2011 the Department submitted a request for the reallocation of James Bradfield’s position because he was retiring. The CAP did not recommend the reallocation because of the mortgage, but the Dean decided to extend the mortgage of the 12th position to the next vacancy because the curricular area covered by Bradfield (financial markets) was integral to the concentration and could not be covered by anyone else in the Department. In 2014 Bradfield’s replacement, Danny Barth, left the College and the Dean agreed to have the Department replace him because of the continued need for the area and a contractual obligation to the public policy program. Therefore, the Economics Department has been operating with 12 FTEs for the past 8 years. In that time their enrollments and concentrators have only increased, with 107 current sophomores declaring an Economics concentration. In addition, Steve Wu, who has expertise in health economics and the economics of education, agreed to add a behavioral economics course to his rotation. Whenever he has been able to teach the course there has been strong student demand. However, this course cannot be offered consistently and Wu is not in a strong position to supervise senior theses in this area.

Staffing was a key question addressed in the Department’s 2014 external review. The review team noted that the increase of two FTEs in the Department over the past decade has not provided them with smaller average class sizes because enrollments in the Department have risen steadily in this time period as well. The external review noted that having the Department go back to 11 FTEs with the next retirement would negatively impact the learning experience that students have in Economics courses. The CAP agrees with the external review and, on principle, does not believe that providing “mortgaged” positions to Departments is good practice. Therefore, we recommend an allocation of one tenure-track position to the Economics Department in order to stabilize their FTE count to 12.

The CAP acknowledges the strong curricular argument provided for the behavioral economics position, especially since this field is one that appears to be growing. However, we do not recommend further expansion of the Economics Department at this time. We encourage the Department to continue to explore other options for managing the number of concentrators, one of which could be further raising its mathematical prerequisites by requiring Math 116 (Calculus II).

The CAP also encourages the three departments that teach statistics (Mathematics, Economics, and Psychology) to discuss possible coordination among these courses to take advantage of potential efficiencies.

The Environmental Studies (ES) Program requests the allocation of a tenure-track position to be housed in the program. The Program is looking for a person trained in Environmental Science with sufficient science and policy background to teach its new gateway course (which is to be offered in the spring of 2016) and with expertise in environmental justice and intersections between environmental issues and race, class, and gender. The program committee argues that it needs this person to oversee senior-project students in terms of assisting with schedules and deadlines, setting up regular meetings among the students who are being supervised by faculty throughout the curriculum, organizing practice presentations, etc.

In 2013 the ES Committee requested a term position to provide needed stability to its program. The Program was granted a two-year non-renewable position and told to assess its prospects for long-term stability. The person who was hired into that position (Carolyn Dash, who is housed in the Geosciences Department) started in the fall of 2014, at approximately the same time that the program was reviewed. The external review team indicated that the program needed more integrative course experiences at the introductory and capstone levels, less of a reliance on visiting or emeritus faculty, a course release for the director, and dedicated physical space. The team indicated that the program did not “need a large addition of resources...staffing for two more courses each year could make a big difference.”

The CAP agrees with the ES Committee that environmental issues are highly salient and student interest in this area is not likely to dwindle. However, the CAP does not recommend a tenure-track position be allocated to the Program. It is clear from the 2013 CAP recommendation that, because the concentration was originally approved with assurances that it would not require additional faculty, the ES Program was to spend this year working on ways to improve long-term stability in the program within the current resource constraints (i.e., by reaching out and developing connections with current tenure-track and tenured faculty). It appears that the ES Committee has done little long-term planning in the time since receiving the term position and having the external review. For example, there has been limited discussion of the new gateway course. The CAP would need to see more evidence of long-term planning and strategies to improve efficiencies before making any future allocation to the ES program.

The French Department requests the reallocation of the position made available by the retirement of John C. O’Neal effective June 2016. The Department would search for an individual with a specialization in pre-1800 France; the successful candidate would teach all levels of language courses as well as a range of mid-to-upper level topics courses that would grow out of his/her

special field. The retirement of Professor O'Neal will leave a significant curricular gap: they will be three modernists and one medievalist.

The Department argues that a tenure-track position is essential to maintain the stability of the program and for the maintenance of a healthy rotation of Resident Directors in the program in Paris. As part of their long-term planning, they are addressing the need to replace Roberta Krueger, who will only direct the program in France one more time. They report a strong desire to begin revising their curriculum; they have had extensive conversations among themselves, though they have not had an external review since 2003, and have not been able to move on these plans because of a failure to reach consensus. A review is planned for next academic year.

The CAP is sympathetic to these desires, but it is concerned that the Department, given its relatively low enrollments, has resources that it could use more efficiently. Moreover, the CAP is aware that this particular curricular gap has on occasion been covered by existing personnel and could be addressed by a visitor. In addition, students in the Paris program might have the ability to choose courses offered there that address the period in question. Consequently, the CAP does not recommend reallocation of the position at this time. Following the external review and efforts by the Department to assess the resource situation, the Department can, of course, reapply.

The Government Department requests two tenure-track positions: one in Chinese Politics (due to the resignation of Charlotte Lee) and one in Middle Eastern Politics (conversion of a renewable position to tenure-track, upon retirement of Ned Walker in 2016). Both of these areas demand that the faculty member have strong language training in addition to fieldwork. Both are also important to the diversity of academic areas in government offered to students and would have strong ties to interdisciplinary programs in Asian Studies and Middle East Studies, respectively. Conversion of the renewable position to tenure-track would add flexibility for offering senior seminars and supervising honors theses. Both positions would be involved in introductory courses in the Department such as International Relations and Political Theory as well as teaching courses in their area of expertise at the 300-level. The CAP recommends reallocation of Charlotte Lee's position in Chinese Politics as a tenure-track position and retaining a renewable position for the area of Middle East Studies. The four-fifths position in Middle East Studies was initially funded by a grant, and before the CAP is prepared to recommend a tenure-track position in that area it wants to see the impact of a full-time renewable position on student enrollments in the Department. Moreover, the CAP will want to evaluate the relative merits of that position as compared to the anticipated large number of requests for a tenure-track position in an important area of the curriculum starting next year, when departments will be encouraged to make requests for the next few years.

The Hispanic Studies Department presents one request (not a reallocation as stated) for the conversion of a renewable position to a tenure-track position. The Department has held the renewable position for 15 years. Furthermore, there are significant administrative burdens on the senior faculty related to the Program in Madrid (Chair, General Director, Resident Director). The Department requests authorization to hire a tenure-track assistant professor with a specialization in U.S. Latino Studies. The request is supported by the new Literature and Creative Writing faculty, and the position is promising from a number of standpoints, including diversity. It

reflects an effort to “respond effectively to our Latino/a student constituency and to other student-of color constituencies.” Though the CAP is supportive of the curricular merit of the new position, it recommends against the conversion of this position to a tenure-track line at the current time. The CAP recommends that before the position is actually due for re-allocation, the Department examine potential efficiencies in the ways that it manages its curriculum. Further, we note that the last external review was in 2002. We understand that a review is planned for the upcoming academic year. Such a review should provide useful information to the Department and the CAP.

The History Department requests two positions. The first position is a return of the tenure-track position in African-American History that had been held by Chad Williams. The position is currently filled by a renewable position. The Department makes a solid argument for the importance of the position to the Department and to the broader college curriculum. The Department has provided relevant data from a group of comparable schools, considered long-term personnel planning, and made good use of the advice offered in the recent external review. The History Department’s request for the position in African-American History is supported by letters from the Government Department and the Africana Studies Department. The CAP therefore recommends that a tenure-track position in African-American History be allocated to the History Department.

The History Department also requests a four-year renewable position in Islamic Middle Eastern history. The Department argues that this additional position would make an important contribution to the departmental and to the college-wide curriculum. The Religious Studies Department provided a letter in support of the History Department’s request.

The History Department also notes the steady decline in its enrollments from 2008-9 to the present. The current average enrollment of 60 students per FTE is significantly below the College average of 76. We understand that this situation might not be specific only to Hamilton College, and we appreciate that, prompted by the recent external review, the History Department is beginning to make changes to address the enrollment issue. While the CAP recognizes the importance of the Islamic Middle East as an area of study, we do not support the addition of a position to expand the Department, especially in light of the enrollment concerns.

The Literature and Creative Writing Department requests a tenure-track position to fill the line that will be left open with the retirement of Patricia O’Neill. The Department plans to search for a person who specializes in film and media studies, with a secondary interest in either transnational literature or literary theory. The allocation request clearly explains how this position will serve the curricular goals of the newly formed Literature and Creative Writing Department. The position will also contribute to the newly formed program in Cinema and Media Studies. In making the request, the Department cited recommendations made by the 2007 External Review of the Department of English and Creative Writing. The Department also carefully considered long-term personnel and curricular plans. The CAP recommends that the tenure-track line currently held by Pat O’Neill be reallocated to the Department. We also endorse the Department’s proposal that the position focus on film and media studies.

The Mathematics Department requests two positions. One request is for a reallocation of the tenure-track position that will be available with the upcoming retirement of Richard Bedient, and the other request is for an additional position in probability theory. Although the CAP recognizes the extremely high enrollments and numbers of concentrators in the Department, the committee is concerned about the Department's failure to address important issues raised in its recent external review (Fall 2014). The review team writes that, "with or without more staff, the workload is likely to grow unless some deliberate decisions are made to address it... Could afternoon office hours be staffed by employing specially trained TAs? Could the QSR be utilized more effectively? Does the concentration really need three writing intensive courses? Which of the many enrollment caps are most justified? Which caps could be raised with the least negative consequences? Could student graders be used in courses beyond calculus?" The review team states that the Department has "made some expensive decisions regarding the allocation of teaching resources..." The CAP agrees with the external reviewers that the Department would not be able to function with fewer resources, yet it also emphasizes the need for the Department to follow through on "the focused self-evaluation that went into this review" and come up with longer-term solutions to its enrollment problems. The CAP therefore recommends that a two-year renewable position be placed in the Department, allowing it to consider various options in making it more sustainable. Given Bedient's phased retirement plan, the Department will experience a temporary increase in the number of courses it is able to offer*, providing some short-term relief for the enrollment pressures, while it has time to formulate a plan to address the longer-term issues. The CAP believes the Department must make changes that address what, by its own admission, is an "unsustainable" curriculum before resubmitting an allocation request for a tenure-track position.

**Addendum/Correction (5/8/15): Due to previous phased retirements, the Department will not actually experience an increase in courses (relative to the previous six years), but will continue to have an extra three courses, relative to their allotted FTE count of 9.*

The Physics Department requests two reallocation positions due to the retirement of Peter Millet (June 2015) and Ann Silversmith (June 2016), along with a new tenure-track position in astronomy/astrophysics. Serving three distinct groups of students (physics/chemical physics concentrators, science/pre-health professions, and liberal arts students interested in exploring with a course the physical world), the Physics Department has experienced some enrollment pressure over the last ten years, particularly in the laboratories of the service courses, 100/105 and 200/205. The Department would like to design a three-track concentration in the areas of fundamental physics (for those graduate-school bound), applied physics (for students interested in engineering), and astrophysics (an expansion area for the curriculum). To accomplish this, the Department seeks to hire in the interdisciplinary biophysics sub-discipline, for example, and in astrophysics. An expansion of its faculty would allow the Department to be more flexible in scheduling for students who want to study away by offering the methods course (390) both semesters. It would also provide for more even preparation for those preparing for graduate work in physics by not having to alternate the necessary upper-level courses every other year. The three positions would be in the general areas of atomic, molecular, and optical (AMO) physics, applied physics, and astrophysics.

The CAP recommends the reallocation of both Ann Silversmith's position in AMO physics and Peter Millet's position in applied physics. Although the expansion position in astrophysics is an important one, as the area is taught by all of our peer institutions, the CAP does not recommend an expansion position for physics this year. It is noted that Natalia Connolly taught courses in this area (Astronomy 160 and Topics in Astrophysics 330) before resigning. With the hiring of Kate Jones-Smith, a theorist, her background in cosmology may perhaps cover this area at the level the Department has covered it in the past. CAP recognizes that the Department may want to develop astrophysics in their curriculum and so endorses the Department's decision to hire for Millet's position in either applied physics or astrophysics, or to look for a candidate who can cover both areas. The CAP notes that the last external review was in 1995, and, despite more recent reviews by the Research Corporation, urges the Department to complete an external review at the earliest opportunity.

The Psychology Department requests four tenure-track positions. Two requests are for reallocations of positions made available by the upcoming retirement of Doug Weldon and the resignation of Jose Causadias. The third request is for a conversion of a renewable position (held in the Department since 1991) into a tenure-track position. The final request is for a new position in neuroscience due to the growing interest in this area of study. The Department has made thoughtful planning and sound curricular arguments for these positions. The CAP recognizes the importance of maintaining the Neuroscience Program and retaining a position in developmental psychology and supports the reallocation of these two tenure-track positions. The renewable position in applied psychology is one that has been with the Department for nearly 25 years. Given the Department's demonstrated need for a position over these many years, the CAP supports the request to convert this position into a tenure-track line. With regards to the final allocation request (an expansion position in Neuroscience), the CAP recognizes the enrollment pressures and the growing number of concentrators in Neuroscience, but given the constraints on the total number of FTEs at the college, the CAP is unable to recommend a fourth position to the department at this time. However, in conversations with the CAP, the Department has indicated that they would prioritize a tenure-track hire in neuroscience over a tenure-track hire in applied psychology. Therefore, the CAP recommends that the conversion of the renewable position to a tenure-track line be used to conduct a search for a neuroscientist.

The Sociology Department requests to have the renewable position that was recently converted from a tenure-track position (with the resignation of Jenny Irons) back to a tenure-track line. Last year, the CAP recommended to have the tenure-track position converted to a renewable position because the request needed to provide "a thorough and precise statement on the curricular merits of the request" and that it needed to "explain, for example, what gaps in the Department's curriculum this position would fill." This year's request has followed the advice of the CAP and turned to the 2005 American Sociological Association Report of the Task Force on the Undergraduate Major as a guidepost to the broad areas of social life that are considered as central to the undergraduate major, including: social institutions and social structures, inequality, macro-micro processes and relationships, and theory. The Department has determined that an area that is particularly lacking is social institutions and organizations and has requested a sociologist specializing in one of a few possible institutions such as medicine, education, or law. The CAP supports the request to reconvert the renewable position into a tenure-track line, keeping the Department's total FTE count at 5.

The Theatre Department requests a tenure-track position to replace that of Carole Bellini-Sharp, who is retiring. The Department wants to hire someone to teach Western theatre history, a general introductory course, two courses in the candidate's areas of specialization, and to direct a department production. The Department offers a convincing rationale for hiring someone to cover these courses, though not a sufficiently compelling case for its request that the position be at the advanced assistant or associate professor rank. The CAP is concerned that the Department has not had an external review since 1997, and that enrollments per FTE are low. Still, the Department offers some explanations for the low enrollments (team-teaching Theatre 100, for instance), and, given the outstanding new theatre facilities at the College, the Department can expect an increase in student interest in the theatre program over the next several years. Replacing Carole Bellini-Sharp is vital to a successful Theatre Department, and the CAP recommends a tenure-track position for it. Should the position be approved, we urge that the COA and Dean of Faculty work with the Department's faculty to create a tenure and reappointment committee as recently provided for in the *Faculty Handbook*.