MEMORANDUM
To: Patrick Reynolds, Dean of the Faculty
From: Committee on Academic Policy: Steve Wu, Robert Hopkins, Tara McKee, John Eldevik,
       Cheryl Morgan, Karen Brewer (Chair)
Re: Allocation Recommendations
Date: May 20, 2016

Like last year, this year’s allocation cycle saw a large number of requests and this is what the Committee on Academic Policy expects to continue in the next several years given the upcoming wave of retirements. As in the recent past, CAP considered each proposal with an eye toward the long-term view of the curriculum to allow flexibility in allocating positions and, at the same time, address curricular and enrollment pressures that have been evident for some years in a few departments.

CAP received twenty separate faculty allocation requests: ten tenure-track positions for reallocation due to retirements, one tenure-track position due to a resignation, six for tenure-track expansion positions, two for renewable positions, and one conversion from a renewable position to a tenure-track position. This year CAP is recommending the allocation of tenure-track positions in Anthropology (Cultural and Linguistic), Anthropology (Archaeology), Art History (Architectural History), Biology (Genetics), Computer Science (Operating Systems), Economics (Behavioral Economics), French (Transnational Francophone Maghreb), Hispanic Studies (US-Latino Studies), Literature and Creative Writing (Drama/Shakespeare), Music (Choral), and Psychology (Applied Psychology) along with the allocation of a renewable position to German Studies. This recommendation allocates all of the available positions in this year’s cycle (11 tenure-track and one renewable).

In this process the CAP considers first and foremost the curricular arguments for the proposed position. The CAP also considers: departmental responses to suggestions from the most recent departmental or program external review, departmental future planning, contributions to the college-wide curriculum, comparisons with similar programs at peer institutions, enrollment and concentration numbers per FTE, and departmental grade distributions as they might relate to enrollments.

Below, we discuss our recommendations regarding each of the individual requests.

The **Anthropology** Department requests the reallocation of two tenure-track lines being vacated at the end of 2017 by the retirements of Tom Jones and Bonnie Urciuoli. The first request was for a position in cultural and linguistic anthropology. This position would contribute principally to the Anthropology concentration itself, but also provides key support to the Linguistics minor. The department made a strong case from a curricular standpoint that the field as defined is essential to a coherent Anthropology concentration and that cultural and linguistic anthropology is an increasingly
important framework for understanding and studying issues of diversity, inequality, and class. The committee therefore recommends reallocation of this position.

The second request was for a line in anthropological archaeology that would allow the department to sustain the current archaeology track within its concentration and offer courses in both human evolution and material sciences. The department made a clear case that, were this line not to be reallocated, the archaeology concentration could no longer be offered and the CAP agreed that this would be detrimental to the department and students. Furthermore, maintaining the position could potentially strengthen both or either the Environmental Studies and Geoarchaeology programs, depending on how it is filled. The committee also recommends reallocation of this position.

The Art History Department requests the reallocation of one tenure-track line being vacated by Rand Carter's retirement. The department argued for an architectural historian whose training was within the art history field. Such a position will help the department expand its connections with interdisciplinary programs and support a curriculum of “horizontal service.” Architecture studies remain of primary importance for the future, but the department also stresses the open nature of the sub-specialties of the person to be hired, given the increasingly interdisciplinary nature of art history. We support this request and encourage the department to prioritize hiring someone who could contribute to the Environmental Studies program.

The Biology Department requests a reallocation of a tenure-track position in genetics made available by the retirement of Jinnie Garrett. The position is a central one in Biology and the new faculty member would primarily teach Genes and Genomes 248, in which enrollments are growing due both to the central role genetics plays in the discipline and to an emphasis on the area in support of applications to graduate programs in the health professions. In addition, the new hire would be expected to direct senior projects, offer an advanced seminar in molecular genetics, and contribute to the introductory courses. The CAP recognizes the importance of this area both in the curriculum and as a specialty area for senior projects and the CAP recommends reallocation of the position. The CAP notes, however, a strong curricular need for the Biology Department to support the Neuroscience program, especially in making available more opportunities for Biology faculty to supervise senior projects. Therefore, CAP recommends that the department, while broadly searching for a geneticist, place priority on candidates who could contribute to and participate in the Neuroscience program and that this preference be specifically articulated in the job advertisement.

The Classics Department requests that the renewable position allocated to it in 2002, 2008, and 2012 be converted to a tenure-track position, or at least that the department be permitted to retain the renewable position for another four-year cycle. The department argues that a tenure-track position would enable them to sustain strong enrollments in Greek. Further, a tenure-track position would help create stability and continuity as the tenured faculty retire. The CAP did not find the case for a tenure-track position compelling. Because Professor Gold will no longer receive a course release for serving as the humanities forum coordinator and Professor Haley will now offer four courses per year in Classics instead of three, next year the department will have two additional courses to provide from continuing faculty members as compared with the two previous years. Furthermore, if the department chair gets a stipend rather than a course release, this will provide a third additional course. Moreover, there are also cross-listed courses that are regularly offered by faculty in other departments that contribute to the Classics program.
Despite continuing faculty teaching Greek over the past few years, enrollments in Greek have been very modest; indeed, upper-level Greek courses have had enrollments in the last two academic years of six, three, and three students. Given the pressing needs in other areas of the curriculum, the CAP does not recommend either a tenure-track or a renewable position at this time.

The Computer Science Department requests two additional tenure-track faculty members to maintain and strengthen offerings in operating and applied systems and to broaden the curriculum to serve both the department’s concentrators and all students at Hamilton. The department argues that the high student-faculty ratio in advanced courses does not serve its students well. Computer Science needs an expert to teach courses in operating systems that are foundational to the study of computer science, but are currently outside the areas of expertise of the faculty teaching them. The department requests a second position in the area of applied systems in order to expand curricular offerings in areas that are standard at many of our peer institutions. Adding one tenure-track faculty member to the department will raise the number of FTEs in Computer Science to the average of our peer group. Owing to the curricular arguments, the very high enrollments per FTE, and the impressive increase in the number of concentrators, the CAP recommends a single additional tenure-track position in operating systems. At this point the CAP does not endorse a second added tenure-track position.

The East Asian Languages and Literatures Department requests a renewable position in Japanese to replace the current discretionary term position that it has had since 2010 and that is set to expire at the end of this academic year. The Japanese program currently has two tenured faculty members in addition to the discretionary term position to support the minor in Japanese as well as the contributions the program makes to Asian Studies, Cinema and New Media Studies, and the Linguistics minor. One primary argument in their request was that if the department did not offer four years of Japanese instruction (eight courses), then students would not begin their study of the language because they would not be able to make sufficient progress while studying at Hamilton (since Japanese is a category IV language). The CAP was not convinced because enrollments in the 400-level language courses have averaged three students in the past four semesters, despite an average of eight students taking courses at the 2nd-year-level. The CAP acknowledges the desire of the faculty to offer multiple sections of its 100-level courses in order to provide more flexibility in scheduling for students, but these courses have averaged seven students per section over the past four semesters with an enrollment limit of sixteen. The program could offer only one section of each 100-level course and gain two courses back for contributions to other programs. Given the limited resources at the College, we feel this efficiency is imperative. The Japanese program has had its extra discretionary position for six years and does not seem to have grown enough in that time to justify the extra resources; therefore, the CAP does not recommend a renewable position at this time.

The Economics Department requests two new allocations in the areas of Behavioral Economics and Asian Economies based on enrollment pressures and curricular needs. Both positions would have links to other areas of the curriculum: Behavioral Economics with psychology and Asian Economics with Asian Studies. We wish the department had presented written support from those departments. That being said, Behavioral Economics, currently taught by Steve Wu who is not a specialist in the area, is fully enrolled when offered and is a growing area of study in economics and the study of Asian economies will clearly gain in importance in the coming years. In addition, the Behavioral Economics position would add a now-absent 400-level experimental course to the concentration and the Asian Economics position would bring more depth to the study available in international finance. CAP recognizes both the curricular importance of these areas and the very high enrollment pressures, even after the department has put into place a calculus requirement for the concentration and has
been attentive to its grading policies. However, the college must also balance with this request limited faculty positions and CAP, therefore, recommends that one position be allocated to the Economics Department in the field of Behavioral Economics, which has already demonstrated strong student interest through high enrollments.

The Environmental Studies (ES) Program requests the allocation of a tenure-track position in the program. They seek to hire a scientist with expertise in climate research. The Geosciences Department had tentatively agreed to provide the new person with an office and mentorship, provided the person who is hired is a geoscientist. However, research space and funding will need to be provided from elsewhere. The ES Program Committee continues to describe the discretionary position the program received in 2013 as transformative. It appears that Carolyn Dash, who is currently in that position, has taken on a great deal of administrative responsibility for the program over and above her courses, including running the entire senior project program, advising, and programming both for current concentrators as well as to help promote the ES program. The Committee also discussed new ideas it has for the major to help address the perennial problem of finding senior thesis supervisors.

The CAP agrees with the ES Committee that environmental issues are highly salient and student interest in this area is not likely to dwindle. The ES program has implement one of the recommendations from the external review of 2014 by offering a new gateway course this year. However, as stated in the CAP recommendation from 2015, it appears that there is still a great deal of long-term planning that the ES Committee needs to complete, such as determining a more sustainable model for their senior project and firming up commitments from other departments (e.g., the status of expected contractual obligations from Biology and Geosciences is unclear at this point). Moreover, participating departments with faculty who believe in the value and importance of having ES at Hamilton need to make long-term and explicit commitments to the program. The CAP would need to see more evidence of long-term planning, a stronger commitment on the part of the Geosciences Department for housing this position and shepherding the program, and a return of administrative responsibilities to the program director before a tenure-track position would be recommended.

The French Department requests the allocation of a tenure-track position with a focus on transnational work on France and Francophone Maghreb that might include studies in immigration, secularism, and religion in France; cultural studies; and contemporary popular culture. The position would maintain the department at five FTE after the retirement of John O’Neal in June 2016. The department has redefined this position in the context of its departmental discussions and recent departmental review. This will provide the department an opportunity to align its curriculum with recent trends in the field and to reach out to other programs, notably Middle Eastern Studies, Africana Studies, Literature and Creative Writing, or History. The department also argued that the position is crucial for providing a sustainable rotation of directors for the Hamilton in France program. With anticipated retirements in the coming decade of two of the other four faculty members, this position allows for the building of a new curriculum and conscientious mentorship of new faculty to begin in advance of those major changes. The CAP expects the department to manage better the offerings of 100- and 200-level language courses with multiple sections. The CAP agrees and recommends allocation of a tenure-track position with emphasis in transnational Francophone Maghreb and that will contribute one course every year to the Middle East and Islamic World Studies program.
The German and Russian Studies Department requests two tenure-track positions in German Studies owing to two retirements, those of Joe Malloy and Edith Toegel. Most of our peer institutions have more than two tenure-track positions in German studies. The expectation is that two new tenure-track faculty members can “develop the program they envision,” presumably one that, as now, includes German language instruction along with courses in culture and literature. Unfortunately, Joe Malloy’s stroke in 1993 not only had serious and damaging ramifications for Professor Malloy but also for the German program at Hamilton. Moreover, in recent years there has been a nationwide decline in the study of German language at the college level. For the last few years, enrollments in upper-level German courses are exceedingly small. The CAP believes it is important to have German studies at Hamilton, but the CAP is not convinced that simply hiring two new tenure-track faculty members will lead to a flourishing German studies program. We do not believe that two new faculty members can reasonably be expected to make whatever changes are necessary to create a successful German studies program. We note that the supporting letters from faculty outside of the Department all came from very senior members of the Faculty. The CAP believes that Hamilton faculty members who have an interest in seeing the continuation of German studies at Hamilton need to work together to create a convincing plan for a successful program, which might involve making German studies part of some larger studies program. Absent such a plan, the CAP believes that returning two (or even one) tenure-track positions to German Studies would be a mistake at this time. Sadly, the CAP feels that it is necessary to recommend that neither tenure-track position is returned to German Studies, but rather that the Dean provide a renewable position and facilitate the planning that needs to occur to maintain and build German Studies at Hamilton.

The German and Russian Studies Department requests the conversion of its current renewable term position in Italian Studies that will expire at the end of the spring 2018 semester, to a tenure-track position in Italian studies. The department wishes to hire someone with a proven record of success teaching Italian language courses at all levels and with a research specialization in literature, art history, classical studies, or Africana studies, as these are the areas where Italian has natural interdisciplinary links at Hamilton. The long-term goal of the program is to create an Italian Studies minor and concentration that will be supported by the above-mentioned departments as well as History. The CAP recognizes the long-standing student interest in Italian at Hamilton as well as the contributions the program makes to the curriculum. We also support the faculty’s goal of strengthening the program. However, we feel that there are particular curricular weaknesses (e.g., number of contact hours, exceedingly high grades) in the Italian Studies program that need to be addressed before recommending the allocation of a tenure-track position.

The Hispanic Studies Department has two requests: to reallocate the tenure-track line in medieval Spanish literature being vacated by Maria Willstedt in 2017, and to convert its four-year renewable position to a tenure-track line in US-Latino Studies. The department believes that growing enrollment pressures have put a strain on resources in the department, which also runs the Hamilton Program in Madrid.

The CAP found that the department’s proposal for a US-Latino position was much stronger than the proposal for reallocating the medieval line. While the medieval position would have added value to the Department’s curriculum in pre-modern literature and would contribute to the Medieval and Renaissance Studies Program, the Committee noted that the department would still have a pre-modernist in Xavier Tubau, whose courses on Golden Age Spain would continue to be cross-listed with Medieval and Renaissance Studies, whereas it currently has no tenure-line faculty teaching US-Latino literature or culture. The CAP recognizes that even as Hamilton’s Latino/Chicano student
population continues to grow, this area of the curriculum remains underserved and developing it
should be a priority. Moreover, it allows for the possibility of expanding the department's service to
the student body by having at least one course taught in English. Therefore, the Committee
recommends that the tenure-track line being vacated by Maria Willstedt be allocated to the Hispanic
Studies Department for the hiring of a specialist in US-Latino Studies with the understanding that the
new hire would teach one US-Latino literature course in English per year that would contribute to
the Latin American Studies program.

The committee does not recommend a conversion of the renewable position at this time. In 2015,
the CAP recommended, “before the position is actually due for re-allocation, the department
examine potential efficiencies in the ways that it manages its curriculum.” The committee remains
concerned about the continued lack of efficiency in the use of faculty resources, as well as the very
high percentage of grades in the A range.

The Department of Literature and Creative Writing requests to retain the tenure-track position being
vacated by Nat Strout upon his retirement. The department proposes to advertise a position in
drama, with a specialization in Shakespeare, as it currently has no one in the department who focuses
exclusively on drama. CAP supports the reallocation of the position but has some concerns about the
newly blended department’s long-range planning and the unfilled position to replace Anjela Peck
after this year’s failed search. The CAP recommends that the Dean ask the department to submit to
CAP a redefinition of that position in the context of the needs of the new department without
consideration for the original definition of the position.

The Music Department requests the reallocation of a tenure-track position primarily in choral
conducting made available by the upcoming retirement of Rob Kolb. The CAP recognizes the
strength of the Hamilton’s choral program, the central role that it plays in the Music Department, and
the consistent and sustained interest in the choral ensembles over the last several decades. The CAP
supports the request for a reallocation of the position.

The Psychology Department requests two tenure-track positions. One request is for the reallocation
of a position made available by the upcoming retirement of Greg Pierce. The department notes while
there is relatively strong coverage in scientific psychology, more significant gaps exist in areas of
applied psychology. Therefore, the first request proposes to reallocate this position from a specialist
in personality psychology to one of several possible areas in which psychological principles are
applied to societal issues, such as health, law, or environmental psychology. The CAP agrees with the
department’s assessment that student demand for these applied courses is strong and this shift will
provide a better balance for the department’s coverage of the curriculum in Psychology.

The second request is for an expansion position in diversity science. This is an emerging field within
psychology, and a request for such a position reflects the department’s and the college’s commitment
to addressing issues of diversity. While the CAP recognizes this is an important area, it also
recognizes the great deal of turnover and change in the composition of the department’s faculty in
the last several years. Last year, the department expanded the number of its tenure-track faculty
members through the conversion of a long-standing renewable position. In addition, there have a
total of five tenure-track searches conducted by the department in just the last three years (in addition
to four visiting faculty searches during the same period). Given other competing needs at the College,
the CAP does not support this request at this time.