

July 10, 2019

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Jonas Goldsmith, Chair of the Committee on Academic Priorities
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Dear Jonas and CAP colleagues,

Thank you for your exceptional commitment to the work of CAP this year. Through continued development of its strategic approach to addressing academic priorities and through the recommendations it makes for faculty searches, CAP carries critical responsibility for shaping the profile of the faculty and the nature of the curriculum now and into the future. The Committee's report reflects both the careful thought with which you carried out these responsibilities, and your efforts to serve the institution as a whole. I am grateful to

in some areas in order to support evolving goals. I also affirm that in considering such a course of action, careful consultation with the department, provost, and president are critical, as are assessing opportunities to address curricular and student needs through collaboration with our BiCo, TriCo, and Quaker Consortium colleagues.

I urge CAP to continue to look at open positions with a holistic lens of how such positions might serve emerging or multiple needs. CAP has expressed a desire to have a few positions that allow them some flexibility to provide resources to emerging areas of study. Since the size of the student body is largely constant and thus likewise the size of the faculty, these positions will mostly need to be created through existing faculty lines. However, the additional new position in International Studies also offers such an opportunity. There are few constraints in terms of what departments and programs it might serve, as long as the focus of the position is global in nature. I note that this was also true for the recently filled new faculty line that was restricted only by a focus on STEM fields.

I appreciate CAP's interest in building practices and policies to support curricular richness and strategic use of resources through collaboration between Bryn Mawr and Haverford. I recognize that structural and process differences can get in the way of attempts to pursue joint work between departments or between planning groups such as CAP and Haverford's EPC. The presidents and provosts of both colleges have heard these concerns, and we want to work with the faculty to remove such barriers wherever possible.

In my experience, presidential fiat is a poor vehicle for changing culture. I am eager to hear more from the faculty about how we can better support them in building relationships with Haverford counterparts. Practices that have been helpful to the presidents and the provosts in identifying opportunities for joint work have been regular meetings each semester to share information and identify specific opportunities that would benefit from a Bi-College approach, joint planning for how to achieve our collaborative goals, and frequent check-ins during implementation

I appreciate CAP's attention to institutional strategic priorities and impact on college resources in its assessment of proposals that it reviewed this year. I encourage CAP to continue to take this institutional perspective in its work. This approach clearly informed CAP's review and recommendations to fill our three postdoctoral fellow positions. Appointment of a neuroscientist to the Bucher-Jackson Postdoctoral Fellowship helps respond to student interest in studying neuroscience at a time when two senior faculty at Bryn Mawr have retired or will soon do so, and when Bryn Mawr

- o Two positions in Economics: one for a scholar in development economics and a second for an applied microeconomist, broadly construed. I support the department's proposal to keep the field open for an applied microeconomist, and I endorse CAP's expectations that the department will not duplicate areas of expertise already existing in the Bi-Co and that it will seek maximum diversity in its candidate pool. I understand that the department has decided to conduct a search for a development economist in 2019-2020 and an applied microeconomist in 2020-2021.
 - o A position in Philosophy for a scholar whose expertise complements existing strengths of the department and, in addition, does not duplicate expertise found in the Haverford philosophy department. I appreciate the department's interest in maximizing the strength and diversity of the pool through this relatively open search. I also value the strong contributions that members of the department have made to College programs such as the Balch Seminars and the 360° Program. I agree with CAP that appointment of a fourth tenure-track faculty member will make the department "leave proof" under normal circumstances.
 - o A position in Psychology for a scholar in social psychology. I support the Department's intention to search broadly for a social psychologist to increase the diversity of the candidate pool.
- x Continuing Non-Tenure Track position
- o

Position Recommended by CAP and by EPC