

# BOWDOIN COLLEGE

DEAN FOR ACADEMIC AFFAIRS

## **Allocation of Faculty Positions (AFP) revised June 2017**

(Pertaining to the allocation and reauthorization of tenure-track faculty positions.)

The Faculty has established a procedure for review of the allocation of tenure-line positions when they become vacant or are soon to become vacant or when a department or program requests a new or redefined position. All such requests are reviewed by the Curriculum and Educational Policy Committee (CEP), whose role is to advise the President and the Dean for Academic Affairs. In the case of existing positions, CEP advises on whether the position should be reauthorized and reallocated in the same department or program or allocated elsewhere and on whether it should potentially be redefined. In the case of requests for new positions, CEP utilizes the same procedure, considering the request from an institutional standpoint, and makes a recommendation to the President and the Dean. Requests for new positions are not common, as the College is rarely in a position to increase faculty lines without endowed funding and highly compelling reasons. Departments and programs are advised to consult with the Dean about their particular circumstances.

### ***Procedure***

Departments and Programs are encouraged to begin the request process as early as possible (in the case of a planned retirement, as soon as the colleague formalizes plans for retirement with a signed agreement). Preparation for an allocation/reauthorization can often take a full academic year or more. During this period, the Office of the Dean for Academic Affairs will work with departments and programs to meet short-term curricular needs. Chairs and program directors are encouraged to be in touch with the Dean to discuss anticipated requests and related questions. The articulation of departmental and program priorities in these proposals is essential to our ability to think institutionally and to plan for the future.

A department or program in which a vacancy occurs in a tenure-line position, and which desires authorization to recruit a replacement, has two options: the department may request reauthorization of the same position or it may request authorization of the position in another field of specialization.

### ***Initial Meeting***

The request process begins with a meeting that includes the Dean and Associate Dean, a member of the Curriculum and Educational Policy Committee, a member of the Committee for Faculty Diversity and Inclusion, and all tenure-line members of the department and/or program. This meeting ensures a first conversation about policies, procedures, priorities, and best practices. The Faculty Diversity and Inclusion Committee does not review or recommend the allocation/reauthorization request, but its involvement at this initial stage establishes a commitment to recruiting and retaining a diverse faculty that is embedded in discussion of broad college and departmental priorities regarding the curriculum.

### **Request Memo**

Following this meeting, the department and/or program creates a request for allocation/reauthorization in the form of a memorandum to the Dean, which will be shared with and reviewed by CEP. It is expected that this memo will reflect the issues discussed at the initial meeting and it is anticipated that departments/programs will consult with the Dean's office and members of the Faculty Diversity and Inclusion Committee as the memo is drafted. The memo should include any statistical information, such as the department/program profile provided by Academic Affairs and other supporting documents that might help CEP understand and evaluate the request. The following questions should be addressed in the memorandum:

- What is the **rationale** for the request?
  - Note how the specialization might be determined so as to attract applicants who would contribute to a more **diverse faculty**. Share relevant data on PhD's awarded in particular subfields of the discipline. This should explicitly reflect and address the conversations to date among the members of the department/program and the Faculty Diversity and Inclusion Committee.
  - In which **field or subfield** would the appointment be made? What is the process by which the department/program came to this choice of field or subfield? Give examples of courses that an individual appointed to the position might contribute to the curriculum and to achievement of the department's/program's stated learning goals (what students are expected to know or be able to do upon completion of the major).
  - With respect to **subject matter**, indicate how the field is related to other fields in the discipline and what educational values would be served by including the field in the department's or program's curriculum. How would this appointment contribute intellectually to the long-term direction of the department/program and Bowdoin's position with relation to national discourses on changes and developments in the discipline?
  - Describe how this position would contribute to satisfying **college-wide curricular needs** beyond the department or program. If appropriate, comment on the potential contributions to distribution requirements; if appropriate, comment on the potential contributions to the interdisciplinary or other departmental curricula that would be impacted or benefitted by the proposed appointment. (Where such a contributions are possible, it would be advantageous to discuss the position with the pertinent program directors or department chairs and to obtain their endorsement of the request.)
  - With respect to **enrollment and workload pressures**, share and explain any trends in departmental or program course enrollments and in the numbers of majors and minors.
- Provide relevant **background data**, including an overview of staffing, anticipated leaves and curricular offerings (including those anticipated for the new position) for the next three years.

- Provide a mentoring and retention plan that outlines strategies for effective mentoring and retention of the person to be hired.
- Provide an outreach and recruiting plan that describes the anticipated pool of candidates, the planned outreach and recruitment efforts to ensure a diverse pool, conferences that faculty will attend as part of informational, interviewing or recruiting measures, and appropriate venues for dissemination of position information. The department/program is strongly encouraged to consult the [Faculty Recruitment Procedures](#), particularly the section entitled **Preparing for a Search: Active Recruitment and Widening the Applicant Pool** for suggestions on developing an active recruitment strategy.
- Provide a prototype job description.
- Would the position entail any additional **non-salary costs** (e.g. lab space, instructional support, etc.) in your department or program or the College budget generally? How much and for what purposes? Does the requested position necessitate the appointment of additional staff support (e.g., for a laboratory instructor or technical support)?

### *Criteria*

CEP and the Dean will review requests for allocation/reauthorization of faculty positions based on the following criteria (please note: the list of criteria below is not a rank-ordered list of priorities, but rather an inclusive list of areas the Dean and CEP will take into account):

- The likelihood that the faculty's diversity goals ([Policies on Faculty Diversity](#)) could be advanced through recruitment to fill the position;
- The relevance of the particular subject matter to the broader nature and trajectory of the discipline and emerging disciplines and subfields and to the current and future curriculum of the individual department or program;
- The importance of the particular subject matter in the College's curriculum as a whole, including the potential contribution to distribution requirements and/or to existing interdisciplinary programs as well as the relationship to course offerings in other departments;
- The role that the position would play in satisfying and generating student interest in the subject matter by maintaining existing offerings in which there is substantial student interest, providing improved access to over-enrolled subjects, and initiating new offerings; and
- The capacity of the position to reduce particular enrollment pressures in the department or program.

In reviewing requests, CEP's main responsibility will be to reach recommendations that look principally to the long-term curricular interests of the College. In order to ensure that CEP fully understands the intended role of a faculty position in a department or program, the committee

may consult with the chair/director and other representatives of the department/program for more detailed discussion. CEP normally reviews department/program self-studies, external reviews, enrollment patterns and course data, and may also seek additional information such as department/program annual reports and profiles of related departments/programs at peer institutions.

If it appears that CEP is considering recommending reallocation of a position to another department/program, it may also consult with the chairs/directors of other departments/programs.

***Schedule***

Requests for allocation/reauthorization should be initiated as soon as possible after a need or vacancy is known. Requests received when CEP is not in session may, in rare cases, be approved without consultation with CEP at the discretion of the Dean and President; however, requests received after March will normally be deferred to the fall semester. The CEP decision constitutes a recommendation for action; the President and Dean have final authority regarding the allocation/reauthorization of faculty lines.