

## **Allocation of Tenure-Track Faculty Positions**

It has long been the practice at Lawrence University that recommendations regarding the allocation of tenure-track faculty positions are made to the Provost and the President by the Curriculum Committee. However, the committee has done so with limited information and input from departments and programs, which has hampered its ability to formulate recommendations that serve the integrity and aspirations of the University as a whole. This document constitutes an expansion in both scope and scale of the policy and procedure for the allocation of tenure lines. With it, the Committee seeks to increase transparency and fairness and to invite more departments and programs to the table when making future allocation recommendations.

The following guidelines are intended to allow the Committee to make its recommendations with an eye to staffing needs across the entire University as well as within individual departments and programs. It sets out a timeline for the process that starts in the Fall term, with the Provost's announcement of the number of tenure-track searches the University will be able to mount in the next academic year, and concludes in the Spring term, with the Committee's formal recommendation to the Provost and the President. It also describes the criteria that the Committee uses in its decision-making, and details which evidence should be submitted by department chairs and program directors to address those criteria.

All newly vacated FTE faculty positions in the College and the Conservatory are subject to the Curriculum Committee allocation process, with the exception of those that have opened due to the denial of reappointment or tenure, or that have been vacated for any reason within the typical six-year pre-tenure window. In these cases, the position typically will be allocated back to the department or program. The affected department or program must submit a brief description of its hiring plan for the vacated position to the Curriculum Committee by March 1 in the case of tenure denial or October 1 in the case of reappointment denial.

In cases where the position has been vacated for other reasons, the department or program may take up to a year to submit its hiring plan description, depending on the circumstances. In these cases, the department or program should briefly describe the area in which it will search, a rationale for the search plan, and a draft of the position advertisement.

Endowed professorships explicitly tied by donor agreement to specified departments or programs will remain within those departments. In such cases, a tenured member of the department or program will be appointed to the endowed professorship. The line opened by the departure then enters the allocation process.

### ***Timeline for Submission, Review, and Decision of Tenure-Track Allocation Requests***

**September 10:** The Office of the Provost sends an announcement to College and Conservatory department chairs and program directors indicating the number of tenure-track faculty positions that will be approved for searches **the following year**. (So, for example, the Provost announces on September 10, **2025** the number of searches that can be conducted during the **2026-27** academic year for tenure-track appointments beginning in **Fall 2027**.)

**October 20:** Deadline for submissions by department chairs and program directors to the Curriculum Committee of a brief executive summary (max. 500 words) describing the position to be requested and the curricular rationale. This allows the Committee to plan its workload for the coming terms. Once received, the chair will notify all submitting departments of the number of submissions received so that they can make informed decisions about whether to proceed.

**January 10:** Deadline for submission of complete allocation proposals (max. 4,000 words, including appendices) to the Curriculum Committee.

**February-April:** The Curriculum Committee reviews the proposals and communicates with departments and programs, possibly requesting further information and/or clarifications. Departments and programs may respond to these requests in writing, in discussion with members of the Committee during a regularly scheduled Committee meeting, or through some combination of the two. Allocation proposals from departments and programs that do not respond to Committee queries within two weeks will be removed from consideration.

**May 15:** The Curriculum Committee sends its recommendations to the Provost and President, copying department chairs and program directors. Should committee members fail to come to agreement on an allocation, both the assenting and dissenting members will forward letters to the Provost and President.

***Criteria for tenure-track staffing decisions, and materials to be submitted by department chairs and program directors in support of allocation requests.***

***These criteria are not listed by order of importance; their relative weight may vary from year to year to reflect broader institutional needs or strategic initiatives. Most of the data requested here will be available to departments and programs from a common data set accessible through the Provost's website.***

**1. Program integrity.** The request should explain how a new or renewed position is needed to maintain or revitalize the department or program's discipline or area of study. In doing so, the request should provide both a description of the department's current staffing and a detailed curricular analysis, which could include the following items:

- A listing of each member of the department or program (continuing as well as adjunct), identifying the disciplinary expertise offered by each member, and describing what each member teaches on a regular basis.
- An indication of whether any continuing members regularly teach more or less than a full load, and an explanation why this is so.
- An explanation of how often, under what conditions, and for which teaching duties the department or program has hired adjunct faculty in the past five academic years.
- An explanation of the department or program's Senior Experience and how it is calculated as part of the faculty load.
- A tally of the Independent Studies, Tutorials, and Directed Studies offered by the department over the past five years and an explanation of their role in the curriculum.

- A statement of the department or program's curricular goals.
- A discussion of the nature and structure of the major and current trends in the field, particularly as they relate to student experience.
- A discussion of the department or program's response to the recommendations of its last external review, and any changes made as a result of that review. All allocation requests should include copies of the department or program's most recent external review self-study, external review report, and response to the report.
- A comparison of current-year total faculty FTE relative to the same department or program in the University's curricular peer group (a listing of peer institutions can be found here: [https://www.lawrence.edu/info/offices/ora/institutional-data/comparison\\_schools](https://www.lawrence.edu/info/offices/ora/institutional-data/comparison_schools)).
- An account of current trends in advising loads, including the total number of major advisees, the average number of advisees per FTE, and the range of advising loads across faculty in the department, with an explanation of how the proposed tenure-line addition or retention will affect departmental advising of both majors and non-majors.
- A description of what the new hire will teach and a discussion about which of those courses could be taught by current members of the department.
- A description of likely special resource or facilities needs for the position (i.e., lab space and equipment, start-up funding, etc.).
- Consequences of reallocation (for those departments or programs requesting the retention of an existing position). In consideration of the possibility that the Curriculum Committee might recommend to the Provost and the President that the position should be reallocated to another department or program, the request should provide a two-year plan describing the courses that could (or could not) be offered without that position. The plan could indicate where the department or program would have to increase enrollments or limit access to courses as a result of the loss of a position, and whether the loss of the position would lead to the loss of a major or minor.

**2. Enrollment Pressures.** Allocation requests should describe the extent to which current department or program enrollments justify the addition or retention of a position. Requests should include the following departmental or programmatic data and analysis. Most of this information will be available in the common data set.

- The five-year average enrollments per FTE within the department or program.
- The five-year average enrollments in introductory courses within the department or program.
- The number of majors and minors in the department or program for the last five years; the five-year average number of majors and minors as a percentage of all Lawrence graduates.
- Average course grade and average major GPA within the department or program.
- The reasons for current enrollment trends, according to the faculty in the department.

Departments and programs are encouraged, whenever possible, to incorporate comparative data from the same department or program in our peer group.

**3. Contributions to Interdisciplinary Programs, Freshman Studies, General Education Requirements, or other programs.** Details that address this aspect of the request could include:

- A discussion of the degree to which the department or program provides prerequisite and/or required courses for majors in other departments or programs.
- A tally of departmental staffing in *Freshman Studies* over the past five years, and an explanation of how a staffing change (increase or decrease) would affect departmental contributions to the program.
- A tally of courses offered by the department or program that fulfill General Education Requirements.
- If applicable, a description of how the new hire will formally contribute to the curriculum of another department or program.
- If the plan is to hire someone who will provide courses that will be cross-listed with another department or program, the department or program should provide a supporting letter from the appropriate department(s) or program(s) indicating their approval.
- In cases where innovative or newly interdisciplinary research and teaching are an important aspect of the position, the request should provide evidence that the department or program has, or is developing, sufficient scholarly expertise related to that of the proposed hire to ensure fair assessment of the individual's scholarly or creative work at the time of the reappointment and tenure reviews.

**4. Long-term planning.** Allocation requests should take into account not only immediate staffing needs but anticipated future staffing adjustments and future aspirations. Details that respond to this aspect of the allocation request include:

- A description of how the position will serve Lawrence's current and future diverse student body, and how it will help us create a more inclusive Lawrence.
- A discussion of the context for decision-making in the department in the next five years (for example, how pending retirements or substantial shifts in teaching and research interests among current faculty will affect decision-making).
- A description of any plans for phased retirements and their effect on the curriculum.
- A discussion of how retirements likely to occur within the next 3-5 years will relate to subsequent allocation requests: in other words, what is the department or program's long-term curricular and staffing plan?
- A detailed description of the department or program's plans for mentoring and retaining the new hire.

**5. Adjunct Conversions.** Departments or programs wishing to replace an adjunct line with a tenure-track line should submit a request during the tenure line allocation process that includes documentation of their continuing need as part of the departmental narrative, since the persistence of adjunct staffing can be pointed to as evidence of need for a tenure-track position. If the department or program is successful in obtaining a tenure-track line, the now redundant adjunct line is forfeited.

## 6. Opportunities Hiring

Occasionally an opportunity arises to recruit someone outside of the normal hiring process who is exceptionally qualified to help promote the university's commitment to diversifying the faculty and departmental priorities such as those identified in the aforementioned items 1-4. When a department or program wishes to make such a hire it must submit an opportunity hire request identifying the specific need the hire will fill, the candidate's qualifications, relevant employment utilization statistics, an analysis of the candidate's credentials and area(s) of specialization, and a discussion of the new position's impact on the future finances and staffing of the department or program.

The request should be made as soon as possible, in writing, after the department chair or program director becomes aware of the opportunity. It should be sent to the Chair of the Curriculum Committee and Vice President for Diversity and Inclusion who will make recommendations to the Provost as quickly as possible after receiving the request. The Provost and President will make the final decision as quickly as possible. Because such opportunities can arise at any time, they will not affect the number of authorized tenure-track searches during the academic year in which they occur. However, they may diminish the number of positions available in following years.

## 7. Dual Career Hires

Faculty whom we wish to hire might have partners who are accomplished academicians in their own right. If a department or program wishes to hire a faculty's partner, the proposal process is the same as for opportunity hire, with one exception. If the partner will hold a position in a different department, both the department hiring the existing faculty position and proposed home department for the potential dual career hire must endorse the proposal.

**8. Other comments.** Any further information for the Curriculum Committee's consideration that is not covered in one of the other sections above.

**9. Proposed position advertisement.** All allocation requests should be accompanied by a draft of the job ad.

Department chairs and program directors should feel free to contact any member of the Curriculum Committee with questions on preparing allocation requests. If a chair or director wishes to discuss a sensitive issue that they believe cannot be addressed in the written proposal, they should contact the Provost, who will arrange a meeting with the chair or director and two members of the Curriculum Committee.

### ***Procedural guidance for the Curriculum Committee***

Members of the Curriculum Committee must recuse themselves from discussion and voting on a proposal when the following conditions obtain:

- They are a member of a department or program submitting a proposal;
- They are a member of a department or program that is part of a collaborative proposal;
- They feel, for any reason, that they cannot render a fair and impartial decision.

The committee may provide written feedback to a department or program regarding its proposal; such feedback may be especially useful in cases where a requested tenure line was not allocated. This feedback may be of value to the department or program considering whether to revise and/or resubmit a proposal in another year.