Faculty of Arts and Sciences

September 4, 1991

To: Members of the Faculty of Arts and Sciences

From: Martin H. Israel

Re: Faculty Meeting, September 13, 1991 4:00 p.m.

The Faculty of Arts and Sciences will hold its first regularly scheduled meeting of 91-92 at 4:00 p.m. on Friday, September 13, 1991 in Crow Hall, Room 201. Prior to the meeting tea will be served in Compton 241 at 3:30 p.m.

The Faculty Council has approved the following agenda:

1. Approval of the minutes of the meeting of the Faculty of April 19, 1991.

2. Announcements.


4. Report of the President of the Council of Students of Arts and Sciences.

5. Report of an Arts and Sciences member of the Senate Council.

6. Report of the Chairperson of the Council of the Faculty of Arts and Sciences on matters currently under consideration by the Council.

7. Consideration of Resolution A, Policies for Part-Time Faculty in the College and Graduate School, proposed by the Faculty Council.

8. Other matters which may be brought before the Faculty.


Enclosures:

Resolution A
Minutes of Faculty Meeting of April 19, 1991
August 1991 A.B. Degree Candidate list
Affirmative Action Search Procedures
Recruitment, Appointment, Promotion and Termination of Faculty, and Leaves of Absences
Faculty of Arts and Sciences 1991-1992
Affirmative Action Monitoring Committee
Dean of University College Position Description
1991-1992 Standing Committee List
MINUTES OF THE MEETING OF THE FACULTY OF ARTS AND SCIENCES 19 APRIL, 1991

The last regularly scheduled meeting of the Faculty of Arts and Sciences for the Spring Semester 1991 was called to order at 4:05 p.m. in Room 201 of Crow Hall; Dean Martin H. Israel presiding. There were 37 persons in attendance.

The minutes of the meeting of the Faculty on March 1 were approved after a correction of the name of William Arrowsmith in Dean Salamon's report.

II

Dean Israel announced promotions to Emeritus status of Professor Tamie Kamiyama of the Department of Asian and Near Eastern Languages and Literature, Professor Charles Leven of the Department of Economics, and Professor Herbert Metz of the Performing Arts Department.

Dean Israel announced the completed membership list of the Committee on Social Thought and Analysis: John Bowen (Chair, Anthropology), Pedro Cavalcanti (Anthropology), Gregory Claeys (History), Clark Cunningham (Law), William Darby (Engineering Policy), Arthur Denzau (Economics), Ron Evans (Medical School-Radiology), Joe Loewenstein (English), Jack Knight (Political Science), John Nye (Economics), Lee Robins (Psychology), Michael Sherraden (Social Work), and Lauren Sosniak (Education).

Dean Salamon asked for prompt return of grades for the degree candidates.

Dean Kirby announced a summary of responses to a survey on involvement of Washington University Faculty with St. Louis Area schools conducted by University College. Of 150 responses, 104 (69%) indicated some involvement in school activities. He thanked Dean Anne Hetlage for her organization of the survey.

III

Dean Hanebrink submitted the list of degree candidates, which was approved subject to completion of degree requirements. In answer to a question from Professor Michael Friedlander he responded that it could not be told what fraction of the entering class of four years ago is represented in the current degree candidate list. However, Dean Israel observed that the current projection for the students now enrolled is for 84 per cent retention to graduation, including interschool transfers.

IV

Dean Hanebrink submitted the list of course changes recommended by the Curriculum Committee, which was approved without alteration or dissent.

V

There was no report from the Council of Students of Arts and Sciences.

VI

For the report from the Senate Council Professor Friedlander announced that members of the Faculty of Arts and Sciences should pay special attention to the election of at-large members of the Senate Council because they constitute the Advisory Committee of the Senate Council.
VII
Chair of the Faculty Council, Clifford Will reported the results of the Spring elections: Gerald Early (English) and Ronald Freiwald (Mathematics) for Faculty Council; James Poag (Germanic Languages and Literature), Leonard Green (Psychology), and John Clark (Physics) for the Advisory Committee on Tenure, Promotion and Personnel; Craig Monson (Music), Solon Beinfeld (History), and Patrick Gibbons (Physics) for the Review Committee on Faculty Personnel Procedures; Nancy Grant (History) and Allan Larson (Biology) for the Curriculum Committee; George Pepe (Classics) for Arts and Sciences Representative to the Senate Council; and Lee Benham (Economics) and James Patout Burns (Classics) for the Academic Freedom and Tenure Hearing Committee.

He reported that the Faculty Council had completed its considerations of part time faculty and ROTC policies, and would ask for endorsement of its recommendations in Resolutions A and B to follow.

VIII
Professor Steven Zwicker, Chair of the Advisory Committee on Tenure, Promotion and Personnel, reported that through April 12 the Committee had received 31 recommendations from 15 departments. Of these, 7 were recommendations for promotion to Professor; 13 for new appointments with tenure; 9, either as initial recommendations or requests for reconsideration, for promotion to Associate Professor with tenure; and 2 for promotion to Research Associate Professor. The Dean subsequently forwarded to the Provost all the recommendations for promotion to Full Professor and Research Associate Professor; 13 new appointments with tenure were authorized (6 have been accepted, 3 declined, and 4 have not replied); and 6 of the cases from within the Faculty of the College of Arts and Sciences for promotion to Associate Professor with tenure were sent forward to the Provost. In 30 of the 31 cases the Dean's actions were consistent with the majority vote of the Advisory Committee.

The Committee revised, consistent with the Report of the Review Committee on Personnel Practices and Procedures, the procedure for interviewing with the departmental representative to focus and to make more efficient the exchanges with the department representative.

The Advisory Committee repeated its request of a year ago that it be relieved of the responsibility to review the appointments of Research Associate Professors and Research Professors.

Professor Friedlander asked where recommendations of Research Professors should be considered? He maintained that comparability is the issue, and that all recommendations should go though the same path. He added that the issue of comparable consideration and evaluation had been the spoken concern and reservation of many of the Faculty when the institution of Research Professorships was introduced and debated last year.

IX
Resolution A Concerning Part-Time Faculty was introduced by Professor Will for the Faculty Council, and he moved its adoption. After obtaining a second, Professor Will spoke in support of the motion, describing it as essentially concerned with uniformity and security in the treatment of part-time faculty. A precise definition of half-time was an important focus for purposes of determining benefits, etc.

Professor Burns stated that in many universities part-time faculty provide flexibility and economy, and that he viewed this report as restricting flexibility and economy. He asked where in the report the Faculty Council had addressed economic considerations. Professor Will responded that the Faculty Council had considered that in the Faculty of Arts and Sciences only a relatively small number of part-time faculty should be involved, and that the principal concern had been with limiting abuses of long-term, heavy-load teaching assignments. Professor Burns continued that this Report seems to guarantee a full level of employment that goes beyond the pattern of past and present practices and asked for an explanation.
Professor Hirsch noted that the Report does not focus on the responsibilities of part-time faculty. He pointed out that for the full-time faculty responsibilities are stated explicitly in the tenure document handbook. He asked if it had been considered whether these concerns were applicable; mentioning specifically the example of "removal for cause". Professor Will responded that the Council had been more sensitive to possible bases for grievances by part-time faculty than to responsibilities. Professor Hirsch suggested that a statement on responsibilities should be included. Professor Davis asked if the same set of statements of responsibilities as in the tenure document handbook for full-time faculty could be said to apply. Dean Israel answered that it could not.

Professor Wheeler suggested that the Faculty should defer action on this Resolution until responsibilities and grievances had both been reviewed. He suggested that financial implications should also be included in the review. Professor Kohl pointed out that the original purpose had been to focus on limiting exploitation and assuring some attempt at equalization. Professor Wheeler replied that the present document does not exclude exploitation.

Professor Will referred to the formula that teaching 10 or more courses in 6 semesters defines a teaching load greater than part time, and leads to privileges of a quasi-tenure nature. Professor Freiwald focused on the 10 or more courses in 6 semesters as referring specifically to courses taught in the College and Graduate School, but questioned whether the same considerations count for courses taught in University College or the Summer School. Dean Kirby answered that Summer School and University College are neither covered by this formula. Professor Saperstein appended that in particular these considerations do not apply as concern responsibilities.

Professor Bowen pointed out that the Report states that after teaching 10 or more courses in 6 semesters a part-time faculty member is entitled to two years reappointment. He then questioned if after two more years another two-year reappointment was entitled. Dean Kirby responded that a continuing roll-over seems to be an entitlement as long as the conditions continue to be met.

Professor Zwicker asked if the term "grievance" implies legal activity, and also what the phrase "career development and advancement" was intended to mean. Professor Will answered that the latter meant, for example, the ability to attend conferences; and that such things should be attended to. Professor Zwicker commented that suggestions for career advancement may be quite variously interpreted.

Professor Wheeler stated that part-time faculty are often poorly paid, and asked if this had been looked at by the Faculty Council. He continued with the question of whether pay, rather than other exploitation was not also an appropriate focus.

At this point Professor Davis moved that the Resolution be referred back to the Faculty Council for more complete consideration.

After the motion was seconded Professor Allen rose to argue that Professor Wheeler's concern about salaries should be included in the Faculty Council's considerations. Professor Field commented that he competes for part-time faculty with other English departments, not other departments of Washington University.

Professor Kohl rose to the point of order that the motion before the Faculty was to refer the Resolution back to the Council for technical details.

Professor Burns moved to amend the motion to refer, to include all considerations, including financial and economic, not just grievances and responsibilities. This motion was seconded and was addressed in opposition by Professor Kohl on the basis that the substance of the Resolution would return to the full Faculty from the Faculty Council in any case. The question was called, and the motion passed 25 to 16.

The motion to refer was then called to the question and passed 31 to 3.
Resolution B of the Faculty Council Regarding ROTC was moved by Professor Will.

Professor Berger rose to observe that, while he was inclined to support the Resolution, the Faculty Council and other committees have concluded that the Department of Defense "has a problem" in that D.O.D. policy conflicts with several explicitly stated policies of Washington University. Still the policies of Washington University are already stated in these several documents. He asked concerning the meaning of the phrase "sufficient progress" in the Resolution and if the Resolution is meant to imply that if the Department of Defense has not completed or is not in the process of implementing change in its discriminatory policy on the basis of sexual orientation within five years that the Faculty Council will then proceed to recommend to the University, with the requested endorsement of this Faculty, that Washington University will undertake to terminate its current relationship with ROTC and AFROTC. Professor Will said that the answer was yes, consistent with Professor Berger's interpretation. Professor Berger then asked that the Minutes of this Faculty Meeting include the statement that this is the legislative intent of Resolution B proposed by the Faculty Council.

Professor Freiwald asked if someone from this Faculty would communicate this Resolution of the Faculty of Arts and Science to the Department of Defense, independently of the Provost and other legal officers of the University. Professor Friedlander said that he intended to introduce the Resolution in the Faculty Senate Council.

Professor Berthoff rose to oppose the motion. He observed that most of the Faculty have no military experience, and that, while he is not expert, he had been in the Army and had learned that the Army and Washington University are very different in their regulations. Neither the Army nor the University are necessarily wrong in their regulations from their respective viewpoints. He said that the Army may have practical reasons to exclude homosexual second lieutenants. He questioned why no similar antidiscrimination statement had been voiced about the exclusion of the handicapped from ROTC; or about the exclusion of anyone over the age of 21 years. Thus, he summarized, there are (at least) 3 kinds of exclusionary discrimination that we prohibit but that ROTC maintains. He suggested that those who push strongest for this Resolution now will be the most likely to object to its results. He concluded saying that he does not think that Washington University has business telling the Department of Defense whom to admit any more than they would have in telling us whom to admit as freshmen.

Professor Davis stated that we have policy documents that state that we do not discriminate. He continued with the observations that we allow credits for ROTC toward graduation, and that we have a right and duty to voice our opinion.

The motion was brought to a vote and passed. Resolution B as passed is included as an appendix to these minutes.

XI

In the absence of other matters of business the meeting was adjourned at 5:28 p.m.

Respectfully submitted,

Shrauner

J. Ely Shrauner
Secretary of the Faculty
Resolution Regarding Part-Time Faculty Proposed by the Faculty Council for Consideration by the Faculty of Arts and Sciences, April 19, 1991

Introduction

The Faculty of Arts and Sciences at Washington University recognizes the important contributions of part-time faculty to the University community of scholars and to the quality of instruction that we offer. The primary responsibility for teaching has rested and should continue to rest on the shoulders of the full-time tenure-line faculty; in many departments, however, the number of course offerings, the size of enrollments, and the existence of courses that require special teaching expertise make it necessary to engage teachers on a part-time basis. Thus part-time faculty play many roles in the various departments and programs in Arts and Sciences. We recognize the need for a policy to govern the employment of part-time faculty that both embodies the principles of fairness and excellence which apply to tenure-track and research-track full-time faculty, and acknowledges the various circumstances under which part-time faculty are appointed.

Background

During the fall of 1989, a committee established by the Faculty Senate and chaired by Professor Naomi Lebowitz presented a draft proposal of guidelines for part-time faculty to the Faculty Senate Council. The Senate Council declined to act on these proposals, arguing that the wide variation in usage of part-time faculty among the various Schools would make a University-wide policy difficult to formulate. Therefore, it referred the proposals to individual Schools. In the fall of 1990, the Faculty Council of Arts and Sciences began extensive deliberations on the subject. The Council studied the proposals of the Lebowitz committee, as well as the report of a 1976 Senate Council committee on the status of part-time faculty. We met with Professor Lebowitz, as well as with University General Counsel Peter Ruger and with Vice Chancellor for Personnel Gloria White. We sent a questionnaire to chairs of departments and programs soliciting detailed information on usage of part-time faculty during the recent past. The accompanying policy recommendations are the result.

Resolved:

That the Faculty of Arts and Sciences endorse the accompanying policies regarding part-time faculty.
RESOLUTION A

RESOLUTION REGARDING PART-TIME FACULTY PROPOSED BY THE FACULTY COUNCIL FOR CONSIDERATION AT THE FACULTY MEETING ON SEPTEMBER 13, 1991.

Introduction

The Faculty of Arts and Sciences at Washington University recognizes the important contributions of part-time faculty to the University community of scholars and to the quality of instruction that we offer. The primary responsibility for teaching has rested and should continue to rest on the shoulders of the full-time tenure-line faculty; in many departments, however, the number of course offerings, the size of enrollments, and the existence of courses that require special teaching expertise make it necessary to engage teachers on a part-time basis. Thus part-time faculty play many roles in the various departments and programs in Arts and Sciences. We recognize the need for a policy to govern the employment of part-time faculty that both embodies the principles of fairness and excellence which apply to tenure-track and research-track full-time faculty, and acknowledge the various circumstances under which part-time faculty are appointed.

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Resolved:

That the Faculty of Arts and Sciences endorse the accompanying policies regarding part-time faculty.
POLICIES FOR PART-TIME FACULTY IN THE COLLEGE AND GRADUATE SCHOOL OF ARTS AND SCIENCES

Exclusions

The following are not covered by these policy statements:

1. Courtesy appointments (no salary)
2. Teaching in University College or Summer School
3. Research Appointments
4. Individuals primarily pursuing a degree at Washington University.

Appointments

All part-time faculty appointments are based on evaluation of departmental needs and the individuals' qualifications and performance. When re-appointments are to be made, the following procedures will apply:

1. A part-time faculty member who is reappointed after having taught at least one course in five of the previous six semesters is, at that point, entitled to a two-year appointment at the minimum level of four courses during that two-year period.

2. A part-time faculty member who is reappointed after having taught at least ten courses in the previous six semesters is entitled to a two-year appointment at the status of 50% FTE (Full Time Equivalent). A teaching load of two courses in a semester with no other duties ordinarily constitutes 50% FTE for that semester.

Footnotes

1. Although these policies govern teaching service in the College and Graduate School of Arts and Sciences, occasional service in other Divisions of the University (Business School, University College, etc.) may be considered for teaching credit upon the joint agreement of the department chair and the Dean or Director of the other division.

2. Our survey of department chairs revealed that a majority of departments actually follow this practice. Nevertheless, we recognize that instructional duties vary across the college (indeed, the definition of "course" is variable); therefore a department whose use of part-time faculty is at variance with this proposed norm should establish a modified criterion for 50% FTE, subject to the approval of the Dean of Faculty. Part-time faculty should be informed of these criteria.
Beyond such a two-year appointment, if enrollments or other exigencies temporarily require reducing the part-time faculty member's teaching load to a level below that corresponding to 50% FTE, the department may recommend to the Dean the granting of partial or full leaves without pay for the purpose of maintaining the fringe benefits that accrue to the status of 50% FTE.

3. When there is a predictable pattern of departmental teaching needs, the multiyear appointments described in (1) and (2) are to be rolling. For example, at the end of the first year of a two-year appointment, if departmental needs and the individual's qualifications and performance warrant, the part-time faculty member should be reappointed to a two-year term, thereby extending the current appointment by another year. In this way the part-time faculty member would have the benefit, at any given time, of an appointment of between one and two years duration.

4. Letters of appointment for the individuals described in (1) and (2) should be provided by June 1 of each year.

Responsibilities

All part-time faculty are governed by the statement entitled "Faculty Responsibilities" printed in the Course Listings of the College and Graduate School of Arts and Sciences. Any additional responsibilities must be the result of an explicit agreement between the individual and the department.

Compensation

Compensation for part-time faculty is on a per-course basis and should reflect the number of years of service, as well as such factors as level of highest degree, quality of teaching performance, and recent career development and accomplishments.

In consultation with the Dean, each department that employs part-time faculty should establish appropriate salary guidelines. In the case of the multiyear appointments described in Appointments (1) and (2) a recommended guideline for minimum compensation is a per-course rate of approximately one-eighth of the salary of a typical entry-level Assistant Professor in that department or discipline.

Fringe Benefits

1. Part-time faculty should receive the same library, athletic complex, and parking privileges accorded to full-time faculty members.

2. Part-time faculty receive the same level of benefits (such as annuity and health insurance) as other university employees at the same percentage of FTE.
University policy on fringe benefits for all employees dictates one level of benefits for full time (100% FTE), another level of benefits for part-time employees at 50% FTE or higher, and still another level for employees below 50% FTE. Part-time employees at or above 50% FTE are eligible for the annuity program, medical and dental insurance, the group life supplement and the child care benefit. After one continuous year of service they are also eligible for 50% of the University's contribution toward health insurance. Part-time employees are not eligible for the University's tuition assistance program or the disability program.

Since the fringe benefits available to part-time faculty improve appreciably at and above the level of 50% FTE, departments are encouraged to employ part-time faculty members at levels of 50% FTE or higher, whenever possible and whenever convenient to a given part-time faculty member.

Review and Evaluation

All reappointments of part-time faculty are contingent on both departmental need and the part-time faculty member's performance. Departments should develop procedures for and implement annual review of part-time faculty performance. A statement that the review has been carried out should be filed annually with the Dean's office.

Grievances

Grievances of part-time faculty members, including alleged violations of academic freedom (See "Washington University Policy on Academic Freedom, Responsibility, and Tenure," Section VII), should be addressed by the same procedures, rules and regulations provided for grievances of full-time untenured faculty members.

Termination for Cause

Procedures governing termination for cause shall be the same as those for full-time untenured faculty members. See "Washington University Policy on Academic Freedom, Responsibility, and Tenure," Section VIII.

Dissemination of These Policies

A copy of these policies, together with modified departmental criteria for 50% FTE where appropriate (see note 2), should be given to each part-time faculty member upon initial appointment.

Review of These Policies

After five years, the conception and implementation of this policy should be reviewed by the Faculty Council.
POLICIES FOR PART-TIME FACULTY IN THE COLLEGE AND GRADUATE SCHOOL OF ARTS AND SCIENCES

As endorsed by the Faculty of Arts and Sciences at its September 13, 1991 meeting

Exclusions

The following are not covered by these policy statements:

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2. A part-time faculty member who is reappointed after having taught at least ten courses in the previous six semesters is entitled to a two-year appointment at the status of 50% FTE (Full Time Equivalent). A teaching load of two courses in a semester with no other duties ordinarily constitutes 50% FTE for that semester.

Footnotes

1. Although these policies govern teaching service in the College and Graduate School of Arts and Sciences, occasional service in other Divisions of the University (Business School, University College, etc.) may be considered for teaching credit upon the joint agreement of the department chair and the Dean or Director of the other division.

2. Our survey of department chairs revealed that a majority of departments actually follow this practice. Nevertheless, we recognize that instructional duties vary across the college (indeed, the definition of "course" is variable); therefore a department whose use of part-time faculty is at variance with this proposed norm should establish a modified criterion for 50% FTE, subject to the approval of the Dean of Faculty. Part-time faculty should be informed of these criteria.
RESOLUTION A

RESOLUTION REGARDING PART-TIME FACULTY PROPOSED BY THE FACULTY COUNCIL FOR CONSIDERATION AT THE FACULTY MEETING ON SEPTEMBER 13, 1991.

Introduction

The Faculty of Arts and Sciences at Washington University recognizes the important contributions of part-time faculty to the University community of scholars and to the quality of instruction that we offer. The primary responsibility for teaching has rested and should continue to rest on the shoulders of the full-time tenure-line faculty; in many departments, however, the number of course offerings, the size of enrollments, and the existence of courses that require special teaching expertise make it necessary to engage teachers on a part-time basis. Thus part-time faculty play many roles in the various departments and programs in Arts and Sciences. We recognize the need for a policy to govern the employment of part-time faculty that both embodies the principles of fairness and excellence which apply to tenure-track and research-track full-time faculty, and acknowledge the various circumstances under which part-time faculty are appointed.

Background

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Resolved:

That the Faculty of Arts and Sciences endorse the accompanying policies regarding part-time faculty.
Beyond such a two-year appointment, if enrollments or other exigencies temporarily require reducing the part-time faculty member's teaching load to a level below that corresponding to 50% FTE, the department may recommend to the Dean the granting of partial or full leaves without pay for the purpose of maintaining the fringe benefits that accrue to the status of 50% FTE.

3. When there is a predictable pattern of departmental teaching needs, the multiyear appointments described in (1) and (2) are to be rolling. For example, at the end of the first year of a two-year appointment, if departmental needs and the individual's qualifications and performance warrant, the part-time faculty member should be reappointed to a two-year term, thereby extending the current appointment by another year. In this way the part-time faculty member would have the benefit, at any given time, of an appointment of between one and two years duration.

4. Letters of appointment for the individuals described in (1) and (2) should be provided by June 1 of each year.

Responsibilities

All part-time faculty are governed by the statement entitled "Faculty Responsibilities" printed in the Course Listings of the College and Graduate School of Arts and Sciences. Any additional responsibilities must be the result of an explicit agreement between the individual and the department.

Compensation

Compensation for part-time faculty is on a per-course basis and should reflect the number of years of service, as well as such factors as level of highest degree, quality of teaching performance, and recent career development and accomplishments.

In consultation with the Dean, each department that employs part-time faculty should establish appropriate salary guidelines. In the case of the multiyear appointments described in Appointments (1) and (2) a recommended guideline for minimum compensation is a per-course rate of approximately one-eighth of the salary of a typical entry-level Assistant Professor in that department or discipline.

Fringe Benefits

1. Part-time faculty should receive the same library, athletic complex, and parking privileges accorded to full-time faculty members.

2. Part-time faculty receive the same level of benefits (such as annuity and health insurance) as other university employees at the same percentage of FTE.
University policy on fringe benefits for all employees dictates one level of benefits for full time (100% FTE), another level of benefits for part-time employees at 50% FTE or higher, and still another level for employees below 50% FTE. Part-time employees at or above 50% FTE are eligible for the annuity program, medical and dental insurance, the group life supplement and the child care benefit. After one continuous year of service they are also eligible for 50% of the University's contribution toward health insurance. Part-time employees are not eligible for the University's tuition assistance program or the disability program. Since the fringe benefits available to part-time faculty improve appreciably at and above the level of 50% FTE, departments are encouraged to employ part-time faculty members at levels of 50% FTE or higher, whenever possible and whenever convenient to a given part-time faculty member.

Review and Evaluation

All reappointments of part-time faculty are contingent on both departmental need and the part-time faculty member's performance. Departments should develop procedures for and implement annual review of part-time faculty performance. A statement that the review has been carried out should be filed annually with the Dean's office. Part-time faculty will be informed in writing of these review procedures and of the outcome of each review.

Grievances

Grievances of part-time faculty members, including alleged violations of academic freedom (See "Washington University Policy on Academic Freedom, Responsibility, and Tenure," Section VII), should be addressed by the same procedures, rules and regulations provided for grievances of full-time untenured faculty members.

Termination for Cause

Procedures governing termination for cause shall be the same as those for full-time untenured faculty members. See "Washington University Policy on Academic Freedom, Responsibility, and Tenure," Section VIII.

Dissemination of These Policies

A copy of these policies, together with modified departmental criteria for 50% FTE where appropriate (see note 2), should be given to each part-time faculty member upon initial appointment.

Review of These Policies

After five years, the conception and implementation of this policy should be reviewed by the Faculty Council.
POLICIES FOR PART-TIME FACULTY

Exclusions
The following are not covered by these policy statements:
1. Courtesy appointments (no salary)
2. Teaching principally in University College or Summer School
3. Research Appointments
4. Individuals primarily pursuing a degree at Washington University

Appointments
1. A part-time faculty member who is reappointed after having taught at least one course in 5 of the previous 6 semesters' is, at that point, entitled to a two-year appointment at the minimum level of 4 courses during that two-year period.

2. A part-time faculty member who is reappointed after having taught at least 10 courses in the previous 6 semesters' is entitled to a two-year appointment at the status of 50 % FIE (see definition of 50 % FIE, below). In the event that enrollments or other exigencies temporarily require reducing the part-time faculty member's teaching load to a level below that corresponding to 50% 1-TE, the department may recommend to the Dean the granting of partial or full leaves without pay for the purpose of maintaining the fringe benefits that accrue to the status of 50 %

3. The multiyear appointments described in (1) and (2) are to be rolling appointments, whenever departmental teaching needs indicate a predictable pattern of future appointments. For example, at the end of the first year of a two-year appointment, the part-time faculty member may be reappointed to a new two-year term, thereby extending the initial appointment by another year. In this way, the part-time faculty member would have the benefit, at any given time, of an appointment of between one and two years' duration.

4. Letters of appointment for the individuals described in (1) and (2) should be provided by May 15 of each year.

Definition of 50 % FTE

A teaching load of two courses in a semester with no other duties constitutes 50 % FTE (Full Time Equivalent) for that semester.

Our survey of department chairs revealed that a majority of departments actually follow this practice. Nevertheless, we recognize that instructional duties vary across the college (indeed, the definition of "course" is variable); therefore a department whose use of part-time, faculty is at variance with this proposed norm should establish a modified criterion for 50 % FIE, subject to the approval of the Dean of the Faculty. Part-time faculty should be informed of these criteria.

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The teaching service governed by these policies should be performed in the College or Graduate School of Arts and Sciences; however, occasional service in other Divisions of the University (Business School, University College, etc.) may be considered for teaching credit with the consent of the department chair and the Dean or Director of the other division.
Fringe Benefits

1. Part-time faculty receive the same level of benefits (annuity, health, etc) as other university employees at the same percentage of FIE.

2. Part-time faculty should receive the same library, athletic complex, and parking privileges accorded to full-time faculty members.

University policy on fringe benefits for all employees dictates one level of benefits for full time (100% FIE), another level of benefits for part-time employees at 50% or higher, and still another level for employees below 50% FIE. Part-time employees at or above 50% FIB are eligible for the annuity program, medical and dental insurance, the group life supplement and the child care benefit. After one continuous year of service they are also eligible for 50% of the university's contribution toward health insurance. Part-time employees are not eligible for the university's tuition assistance program or the disability program.

Since the fringe benefits available to part-time faculty improve appreciably at and above the level of 50% FIE, departments are encouraged to employ part-time faculty members at levels of 50% FIE or higher, whenever possible and whenever convenient to a given part-time faculty member.

Compensation

Compensation is on a per-course basis. In consultation with the Dean, each department that employs part-time faculty should establish an appropriate salary scale. Compensation for part-time faculty should reflect their past service as well as such factors as level of highest degree and the quality of performance.

A recommended guideline for minimum compensation for multiyear appointments described in Appointments (1) and (2) is a per-course rate of approximately one-eighth of the salary of a typical entry-level Assistant Professor in that department or discipline.

Review and Evaluation

All reappointments of part-time faculty are contingent on both departmental need and the part-time faculty member's performance. Departments should therefore develop procedures for annual performance review of part-time faculty. A statement that the review has been carried out should be filed annually with the Dean's office.

Attention should be given in evaluations to career development and the advancement of part-time faculty, especially those who are employed on a continuing basis.

Grievances

Grievances of part-time faculty members should be addressed by the same procedures, rules and regulations provided for grievances of full-time untenured faculty members.

Dissemination of these Policies

A copy of these policies together with modified departmental criteria where appropriate (see Definition of 50% FIE, above) should be given to each part-time faculty member upon initial appointment.

Review of These Policies

After five years, the conception and implementation of this policy should be reviewed by the Faculty Council.
Resolution Regarding ROTC Proposed by the Faculty Council for Consideration by the Faculty of Arts and Sciences, April 19, 1991

The Faculty Council has read the report of the Committee to Study the Relationship of ROTC to Washington University, and has had discussions with several faculty members with a deep interest in this issue, as well as with Professor James Jones, chair of the Committee, and with Provost Macias. In response to these discussions, the Faculty Council adopted the following statement, and sent it to Chancellor Danforth and Provost Macias. For information purposes, we also sent a copy of the statement to representatives of other Faculties of the University.

We strongly urge members of the Faculty of Arts and Sciences to read the "Jones Committee" report to inform themselves about this important and complex issue. Copies can be obtained from the office of the Provost.

Statement of the Faculty Council of Arts and Sciences Concerning the Relationship of ROTC to Washington University

The Faculty Council of Arts and Sciences has read the Report of the Committee to Study the Relationship of ROTC to Washington University. There appears to be wide agreement within the university community that (to quote the report of the Committee, p. 47):

Present Department of Defense policy governing ROTC and AFROTC programs discriminates on the basis of sexual orientation; such discrimination is inconsistent with Washington University policy which stipulates that "activities related to the University or the University Community may not be carried out in ways which injure, discriminate against by reason of sex, sexual orientation, color, race, handicap, religion or national origin, or sexually harass individuals, damage property or interfere with the rights of others".

As is not surprising in an institution as diverse as Washington University, however, there is a difference of opinion on how the university may best go about correcting the resulting violation of its policy, and of the principles on which this policy is based.

The Faculty Council urges the Provost, Chancellor and Board of Trustees of Washington University to take the steps recommended in the ROTC Committee report, and to work vigorously to effect a change in the discriminatory policy of the Department of Defense. We urge the Provost to report annually to the Faculty of Arts and Sciences on the state of progress on this issue. We also call upon the Faculty of Arts and Sciences, through its Faculty Council, to review this issue in five years' time, to determine whether sufficient progress has been made to warrant continuing the University's current relationship with ROTC.

Resolved:
That the Faculty of Arts and Sciences endorse the action taken by the Faculty Council.
To: Members of the Faculty of Arts and Sciences

From: Martin H. Israel

Re: Affirmative Action Search Procedures

Executive Order 11246 requires that federal contractors develop and implement recruitment procedures which demonstrate that an "extraordinary" search effort has been made to attract qualified women and members of minority groups for each faculty position vacancy.

The Affirmative Action Monitoring Committee of the Faculty of Arts and Sciences has implemented procedures for affirmative action to employ qualified women and members of minority groups. In order to build on the experience of the past, and to comply with federal law, searches in the Faculty of Arts and Sciences should include the procedures below to meet the "extraordinary" search requirements test:

I. Develop the faculty position announcement and a plan for recruitment. Submit a written plan of recruitment to the Faculty of Arts and Sciences Affirmative Action Monitoring Committee prior to announcing the position. The Monitoring Committee will review the written plan and make written acceptance or amendments to the searching department within five days of receipt.

II. When the search has been completed and the search committee is prepared to make an offer to a candidate, written documentation must be submitted to the Monitoring Committee. The documentation should include:

   a. Documentation that the approved search plan was followed;
   b. Numerical analysis of the results of the search by race and sex;
   c. A summary of evidence that objective and nondiscriminatory criteria have been used in the evaluation of all candidates. (A detailed file of applicant evaluations must be made available to the Committee on request.)
The Monitoring Committee's three member subcommittee from the appropriate division will make a written response to the search documentation either, (1) making a report of acceptance, (2) detailing a request for further information or, (3) making suggestions for further search.

Notification to successful candidates is without standing until the Monitoring Committee has reviewed and evaluated in writing the selection and recruitment process. In those instances where an early offer is crucial, candidates should be informed in writing that the offer is contingent on affirmative action approval.

I urge everyone associated with faculty searches to make a real effort to meet the spirit, as well as the letter, of affirmative action. It is in our best interest to search actively among all possible candidates to find the best qualified people, and experience suggest that an extra effort may be required to be certain that the pool of applicants includes minorities and women. We owe it to ourselves and to our students to seek diversity, as well as excellence, among our faculty.
August 30, 1991

TO: Members of the Faculty of Arts and Sciences

FROM: Martin H. Israel

RE: Recruitment, Appointment, Promotion and Termination of Faculty, and Leaves of Absences

This memorandum augments the Washington University Policy on Academic Freedom, Responsibility, and Tenure, copies of which can be obtained from the chair of your department or from the office of the Dean of Faculty.

Recruitment, Appointment, and the Tenure Criteria:
All recruitment, at whatever level, requires prior approval of this office. Departments may not assume that vacancies created by retirement or other departure are automatically to be filled. All letters offering regular faculty appointment, with or without tenure, must be approved by this office before being sent by the department chair.

In recruiting assistant professors we have three responsibilities: (1) to appoint an individual who promises to develop into an effective teacher and into an intellectual leader in his/her discipline, (2) to inform the candidate for appointment of our expectations for teaching and research, and (3) to provide the young faculty member with the example, the guidance, and the opportunity to develop his/her professional capacities. Departments should insist on the development of teaching skills and an early establishment of a promising program of research and scholarship.

We expect excellence in both teaching and research from our faculty, and recommendations for promotion and tenure must include evidence of both. Each department should have procedures in place for evaluating its members' teaching, and all promotions as well as the granting of tenure will require evidence of high achievement in teaching. Promotion and tenure will also require that the candidate's research has had a significant impact on his/her field of scholarship and that he/she has achieved or will soon achieve a position of intellectual leadership in that field.
Satisfaction of these criteria does not by itself guarantee that tenure will be recommended or awarded. A well qualified person may be denied tenure if his/her work is unlikely to contribute to the long-run development of the department.

Promotions to tenure, appointments with tenure from outside the university, and promotions to Professor, must be reviewed by the Advisory Committee on Tenure, Promotion and Personnel prior to action by the Dean of the Faculty. The dossier reviewed by this Committee should include the following items:

(More detailed instructions for preparations of dossiers are contained in a memo to chairs dated May 24, 1991. Copies of this memo are available from this office.)

1. External letters giving analytical statements about the candidate's contributions to his/her field of scholarship and an assessment of the candidate's standing in the field; and other external evaluations of scholarship, such as published reviews of the candidate's books.

2. Assessment of the candidate's teaching, and evidence to support the department's conclusion, such as such as student evaluations and specific evaluations by senior faculty.

3. Chair's letter to the dean, including a report of the departmental vote, evaluation of the candidate's teaching, summary of the candidate's principal scholarly achievements, and indication of how the candidate's teaching and research fit into the needs and plans of the department, and where appropriate of interdepartmental programs.

4. Candidate's Curriculum Vitae with annotations indicating which publications are in referred journals, which are the three or four most significant publications, and if applicable what external grant support he/she has received and what graduate students he/she has supervised.

5. A brief (about two pages or less) statement by the candidate about research in progress and research directions.

In the case of departments with a small number (fewer than about four) of tenured faculty (or of full professors, for promotions to full professor), the Dean of the Faculty may appoint an interdepartmental committee to conduct the review and make the recommendation to the Dean, rather than only the members of the department. Smaller departments that may be considering members for promotion should discuss this point with the Dean early in the academic year, or late in the previous year.
Affirmative Action:
Talent of the sort we seek is rare. We cannot afford to overlook any opportunity to bring individuals to Washington University who will satisfy our demanding tenure criteria. This consideration and Federal law both require us to pay special attention to minority groups and to women when recruiting faculty. In an accompanying memorandum, I spell out the rules for complying with our affirmative action commitment. In addition, I suggest to department chairpersons that I am prepared to lend exceptional assistance in the recruitment of qualified minority or female candidates.

Timetable for Promotion, Tenure, Termination and Leaves of Absences:
PROMOTION of Instructor to Assistant Professor:
Normally new faculty are hired as Instructor if their Ph.D. has not yet been awarded. On receiving the Ph.D. the instructor is promoted to Assistant Professor. Any time during the academic year, an appointment action request with supporting documentation from the chair, stating the reasons for promotion, may be submitted for consideration.

TENURE/PROMOTION to Associate or Full Professor:
Thirteen copies of the dossier and at least three copies of a sample of publications should be submitted to the Dean of the Faculty. For all cases involving the award of tenure to individuals on our faculty, these materials are due by November 15. For promotion of individuals who already have tenure they are due by January 6. (Tenure cases for new appointments from outside the university are not bound by the November 15 due date.

LEAVES OF ABSENCES:
Leaves of absences may be for one semester or an academic year. Requests for leave, with or without compensation, require approval of the chair, dean and provost. Leave requests should be submitted at least a full semester prior to the beginning of the leave, preferably a full year prior. Copies of leave forms are available in the office of the Dean of the Faculty.

TERMINATION:
Departments should be careful of procedures with terminations of non-tenured faculty members, keeping in mind the importance of annual review. Refer to: IV, B, 4 and V, B of the Washington University Policy on Academic Freedom, Responsibility, and Tenure. Faculty members who receive notice of termination may request the reasons, in writing, for the decision. Refer to VI, B, 1, c of the Washington University Policy on Academic Freedom, Responsibility, and Tenure.
September 4, 1991

TO: Members of the Faculty of Arts and Sciences

FROM: Martin H. Israel

RE: Search for a new Dean of University College

William Kirby, Professor of History and Dean of University College, will be leaving Washington University to become Professor of History at Harvard University. Bill's wisdom, eloquence, and leadership will be sorely missed in the History Department, the East Asian Studies Program, University College, and the various committees on which the Dean of University College sits ex officio.

University College is an important part of the Faculty of Arts and Sciences, and it has benefited from the excellent leadership of Bob Williams, Ed Wilson, and Bill Kirby. I invite you to consider applying, or nominating one of our colleagues, to continue this tradition. Enclosed is a description of the position.

It would be best if we can appoint a new dean effective January, 1992, but it may be possible to appoint someone who cannot take the position until the end of this academic year.
DEAN OF UNIVERSITY COLLEGE

The Dean of University College is the chief administrative officer of the school, reports to the Dean of the Faculty of Arts and Sciences, and works cooperatively with the Dean of the College, the Dean of the Graduate School, and the academic departments of Arts and Sciences in supervising and developing graduate and undergraduate programs of part-time study. In addition, the Dean has responsibility for maintaining organizational structures and administrative arrangements appropriate to the mission of the school. The University College office administers the summer programs of study in the Arts and Sciences, and the Director of the Summer School reports to the Dean of University College.

In addition to the responsibilities for University College described above, the Dean also participates in the governance of the Faculty of Arts and Sciences as an ex officio member of the Faculty Council, the Advisory Committee on Tenure, Promotion, and Personnel, and the Academic Planning Committee.

Applicants should have the ability to supervise and develop both academic programs of high quality and suitable administrative structures to support these programs. A thorough knowledge of the Arts and Sciences at Washinton University is essential. Applicants should either be members of the Faculty of Arts and Sciences or have a background of experience and accomplishment that qualifies for appointment to the Faculty.

The working conditions and salary attached to the position are negotiable. Applications and nominations should be addressed to Martin H. Israel, Dean of the Faculty of Arts and Sciences, Campus Box 1094, prior to October 4, 1991.

Washington University is an affirmative action, equal opportunity employer.
To: Members of the Faculty of Arts and Sciences

From: Martin H. Israel

Re: Appointment of the Affirmative Action Monitoring Committee

In accordance with our affirmative action policies and procedures, the following monitoring subcommittees have been appointed for 1991-1992:

**HUMANITIES**
- Mary Jean Cowell, Performing Arts
- John Garganigo, Romance Languages & Literatures
- James McLeod, German and African & Afro-American Studies

**SOCIAL SCIENCES**
- Robert Canfield, Anthropology
- Nancy Grant, History
- Barbara Salert, Political Science

**NATURAL SCIENCES**
- James Burgess, Physics
- Ghislaine Crozaz, Earth & Planetary Sciences
- Barbara Pickard, Biology

The convenor of the Humanities Subcommittee is Professor Garganigo; of the Social Sciences Subcommittee, Professor Grant; and of the Natural Sciences Subcommittee, Professor Crozaz. Professor Garganigo has agreed to act as convenor of the meetings of the entire Affirmative Action Monitoring Committee.
Comments by Dean Martin Israel at the September 13, 1991 meeting of the Faculty of Arts and Sciences

These are difficult times for higher education in this country. We read in the papers about budget problems at various universities, both public and private; complaints from many quarters about high tuition at universities like ours; allegations of misuse of federal research funds by major universities, and corresponding calls for reductions in support. The public and the government seem no longer to consider universities as special institutions deserving of special support and special treatment; rather universities are coming in some quarters to be thought of as just another "special interest" group, of no more importance to the nation than many other such groups, trying to get as much money from the public and the government as it can.

Here in Arts and Sciences at Washington University most of you have already seen the effect of anticipated budget constraints in a sharply curtailed list of approved searches during this year for new faculty for the fall of 1992, and your department chairs will soon see further effects later this semester when we have our budget conferences in preparation of the 1992-93 budget.

At this first faculty meeting of the new academic year, it is appropriate to reflect on what we have accomplished during the past few years and to understand the constraints that we face over the next few years.

Review of recent years -- Enrollment in the College is strong, despite demographic trends. From 1987 to 1991 the number of students in this country graduating from high school dropped by several percent each year, but we have been maintaining our target number of approximately 730 freshman each year, and the quality of entering students measured by SAT scores or rank in class today is at least as good as it was five years ago. These good enrollment results must be largely due to the fact that you are teaching well, that when our students talk to prospective students, or their parents talk to prospective parents, they describe good experiences in the classroom, as well as outside the classroom. Indeed our students earn national recognition -- from Fulbright awards to Goldwater Scholarships to Mellon graduate fellowships. And when I talk with alumni, whether it is a group who graduated last spring or alumni from many years earlier, they are generally enthusiastic about their experiences. Of course they have suggestions for improvements, but generally the feeling is that they left here with a good education.

Let me give a few specifics of things that have happened during the past few years. The new program on Social Thought and Analysis is off to a good start, thanks to all the members of the task group chaired by Dean Salamon and the new committee in
charge of this program chaired by Professor Bowen. The situation that prompted us to develop this new program was contentious, to say the least, but I am convinced that the program itself will be an excellent addition to our curriculum.

Many of our graduate programs are bringing in a large number of excellent new students. And four of our departments in Arts and Sciences -- German, Mathematics, Physics, and Romance Languages -- have received major support of their graduate programs under a federal program of Graduate Assistance in Areas of National Need. Thanks for this success go to the all the members of those departments who are responsible for the quality of their graduate programs, especially to those who wrote the proposals, and particularly to Dean Wilson whose work several years ago with Congressman Tom Coleman was instrumental in the congressional creation of this program.

University College has added a significant new biology program and a very successful Executive Institute. Dean Kirby and his staff have been successful in building new programs, strengthening old ones. The result is increasing enrollments and important revenue to this Faculty.

By various measures this Faculty is increasingly productive of recognized scholarship. In calendar year 1990 you published 27 new books, and I would not attempt to count other publications. Federally funded grant and contract awards to the Faculty of Arts and Sciences have increased from just over $10M in 86-87 to approximately $16M last year.

We are helped by support from alumni and friends whose contributions to our annual fund, providing scholarships and unrestricted funds, have risen steadily, from just over $1M in 1985-86 to nearly $1.5M in the fiscal year just ended.

There have been a number of significant improvements in our physical facilities during the past few years -- a series of major and minor classroom renovations; new laboratory facilities for anthropology; a complete renovation of South Ridgley including new general-purpose classrooms and offices, proudly displayed a week ago in an open house hosted by the Comparative Literature Program, the Russian Department, and the German Department; and construction well underway for a science building that will give new research space to Biology and Earth and Planetary Sciences and a new lecture hall and two classrooms for general use.

During the past four years 75 new tenured and tenure-track individuals have joined our faculty, including 31 this fall. In addition there are a few others who will join us next fall although they have been hired as a result of last year's search. Of course most of this number represents turn-over rather than growth, but it does mean that about one-fourth of our faculty have joined us in the past four years. Those of us who
participated in that hiring have had an opportunity to help shape
the future of this university by the individuals we have
selected. Those of you who have newly joined the university will
have an enormous influence on its future, we are glad you are
here and we expect great things from you.

One of our objectives in hiring new faculty has been to increase
the numbers of women and members of minorities on our faculty. I
am sorry to report that the number of new minority faculty
is barely keeping up with the number of losses. The small
numbers of such individuals in the pipeline make this recruiting
very difficult, but we need to do better here. On the other hand
we have made real progress in the hiring of women. Of all the
new faculty during the past four years (fall 88 through fall 91)
40% (30/75) have been women, while the corresponding number was
18% during the previous four years. The result is similar if we
look only at associate and full professors where 35% (7/20) of
the newly hired faculty over the past 4 years are women.

All of the things accomplished in recent years are because of
excellent work by faculty, staff, and administration currently in
Arts and Sciences as well as the foresight and efforts of our
predecessors. We have also received substantial and vital
support, both material and intangible, from Chancellor Danforth,
Provost Macias, and others in the central administration, and
cooperation from faculty and administrators in other schools.

In many ways we are doing well and are a better institution than
we were five, ten, or twenty years ago -- both with respect to
serving our students, and with respect to our impact on our
scholarly communities. At the same time there is room for
improvement in both these areas. The members of this faculty
have vision and ideas of what we should do to become a better
institution. And you point out that you could do things better
with more and/or improved space, more staff support, larger
expense budgets, higher salaries, and more faculty members.

A time of constraints -- At the same time we must recognize that
the next few years are likely to force constraints on us that are
more severe than those we have faced in recent years.

You have read about hiring freezes, staff layoffs, and salary
freezes at public universities coast to coast, from California to
Massachusetts and New York. You have heard about budget cutting
at private universities from Stanford to Yale. The latest
Harvard Magazine reports that in the year ended June 30 their
Faculty of Arts and Sciences had an $11 million operating budget
deficit, and it goes on to report that "FAS cut back on expenses
for physical plant, heat, and travel, and eliminated twenty
administrative positions. It will cut another twenty next year."

We are not in a situation calling for the drastic measures that
some of our sister institutions are seeing, but we are not immune
from the forces acting on them. Financial pressure on the
university is the result of developments in three areas -- the general economy, federal funding of research, and tuition.

Difficulties in the general economy make external fundraising more difficult, both because donors have less to give and because some who have supported higher education generously in the past are shifting their philanthropy to other worthy causes. We cannot turn to corporations that have recently laid off large numbers of employees and expect them to increase their contributions to Washington University in order to let us increase the size of our faculty.

Federal government support for student aid and for research is under general pressure from efforts to reduce the federal deficit. And there is specific pressure to reduce the amount of support provided by the federal government for the indirect costs of federally funded research. Right now we cannot predict with confidence how much of our indirect costs will be reimbursed this year or in the future. At the national level there are proposals in both the Congress and the executive branch for arbitrary limits on indirect cost reimbursement. Locally, the federal auditors spent eight weeks early this summer reviewing our books in preparation for negotiations that may happen this month over our indirect cost rate.

I must say, as a scientist active in federally funded research programs, several years ago I would have applauded a cut in the indirect cost rate, because it would have left my grant monitor in Washington with more money for direct costs of my research. Today I have to tell you that those indirect costs pay for real expenses of doing research -- electricity for light and power, people in the payroll office who write the paychecks for your research staffs, people who satisfy a host of federal reporting requirements, construction and renovation of research space, matching money for equipment grants, equipment for starting up new faculty research programs, part of the cost of science journals in the library. If we do not have federal reimbursement for those costs we have to take the money from elsewhere or cut back on those expenses.

Finally, as other sources of income have failed to keep up with inflating costs, tuition has borne an increasing share of our budget. In the year just ended two-thirds of Arts and Sciences general income was from undergraduate tuition. We, and other universities like us, have been able to sustain our programs with tuition increases that were much greater than cost-of-living increases throughout the 1980s. Political pressures, and financial pressures on the families that send their children to us, strongly suggest that all universities must slow their rates of tuition increase. Some universities have already done so. This year, when we raised tuition by 7.8%, our lowest percentage increase in 6 years, Northwestern University, the place with which we have the greatest overlap in undergraduate admissions, raised tuition by 4.7%. Their tuition last year was already
about $1000 lower than ours; now the difference is $1500.

To be sure our tuition is only a bit above the median of the group of twenty-five private universities with which we have the greatest overlap, and when you compare tuition plus required fees we are exactly at the median of this group; but the message is clear -- tuition raises 8% or 9% or more, that have characterized the recent past, cannot be the model for the future. A year ago, when I made long-term budget projections I recognized this fact and did project smaller tuition increases; now, it looks like I did not project small enough increases.

The result of all these forces is that I have to project budgets for 1992-93 with caution. As a result I have authorized a very small number of faculty searches this year, deferring searches on which we had firmly planned a year ago and not authorizing other searches for which departments have very good justification. Also, as we start budget planning with department chairs, we will be working under much tighter restraints on salary increases and on other expenses than we have in recent years.

Let me emphasize that we are not having a general freeze on either faculty hiring or on salaries. We are not going to stand still. We are still going to be spending money to improve the quality of the education we offer and the scholarly work we do. But we are going to have to do so very selectively.

I need your help -- I ask your cooperation as we move into these times of fiscal constraint. Our vision must remain clear -- it is our goal to offer an undergraduate education second to none, and at the same time to conduct graduate programs and scholarly research of national and international distinction. It will take all of our wisdom to preserve this vision at a time when we must seriously restrain expenses. What should we do?

On the one hand, it is absolutely vital that we continue to do well the things for which our constituencies support us -- teaching and scholarship -- and look for ways to improve both. On the other hand I have ask you to think seriously about priorities among the various things on which it is desirable to spend money in your departments. I need your help in being selective.

Undergraduate tuition pays two-thirds of our budget. It is vital both that we give our students excellent opportunities to learn and that we are perceived as doing so. We have to teach well in the classroom and be accessible outside the classroom; and we must take every opportunity to let people inside and outside the university know who we are and what we do well.

Many of you have been very cooperative with the office of undergraduate admissions in talking with and writing to prospective students and their parents. Many of you have cooperated with me and the other deans and with the office of alumni and development in talking with alumni and other friends
of the university. I thank you for spending time and energy in these "extracurricular" activities, even as you devote time and energy to teaching and scholarship. I hope we can count on all of you again this year and beyond.

Similarly, many of you have been successful in raising external support for your research and teaching, from governmental and private sources, even in these difficult times. This year will be no easier, but I am confident that the quality of your work and the persistence of your efforts will give us continued success in earning external grants. I and others in the administration understand the efforts involved in raising such support and will be as helpful as we can.

For my own part, let me say that I enjoy serving this Faculty as dean. These past four years have been personally rewarding because I have come to know so many of you, and to learn so much about the work being done by this diverse and talented Faculty. I promise to continue my efforts to increase the income to Arts and Sciences from whatever sources I can, to listen to your advice, and to allocate the resources we have as wisely as possible in support of our goals. I am confident that all of us in this Faculty can be realistic about the present while striving for a proud vision of the future.