# TABLE OF CONTENTS

Organizational Structure of Arts & Sciences: Roles and Responsibilities .............................................. 1
Chair's Calendar ................................................................................................................................. 4
Annual Tenure and Promotion Schedule ......................................................................................... 9
Evaluation of Tenure-Track and Non-Tenured Faculty ................................................................. 11
College of Arts & Sciences ............................................................................................................. 13
Graduate School ............................................................................................................................. 14
University College .......................................................................................................................... 15
Human Resources and Related Matters ......................................................................................... 16
  Human Resources: Important Dates ............................................................................................ 17
Budget and Finance ......................................................................................................................... 19
  Budget Cycle: Important Dates ..................................................................................................... 20
Research and Grant Support ........................................................................................................... 21
Facilities ........................................................................................................................................ 23
  Danforth Campus Facilities Zone Map ....................................................................................... 24
Computing ...................................................................................................................................... 26
Communications .............................................................................................................................. 27
Analytics .......................................................................................................................................... 28
Twelve Tips for Department Chairs ............................................................................................... 30
Directory of Deans, Chairs, and Directors .................................................................................... 34
The Organizational Structure of Arts & Sciences: Roles and Responsibilities

Arts & Sciences comprises the core disciplines of the humanities, social sciences, and natural sciences and includes departments ranging from English and Mathematics, to Political Science and Anthropology. In addition to departments, key programs and research centers create platforms for faculty and students to collaborate across the traditional academic subject areas, in interdisciplinary initiatives such as Environmental Studies and Philosophy-Neuroscience-Psychology.

The mission of Arts & Sciences is to be a leading center for teaching, learning and research, extending the reach and effect of a liberal arts education while promoting excellence in scholarship and research.

1) Barbara Schaal, Dean of the Faculty of Arts & Sciences

The Dean of the Faculty of Arts & Sciences oversees all Arts & Sciences departments, programs and centers, as well as the educational divisions The College, The Graduate School and University College.

Dean Schaal sets the vision and priorities for Arts & Sciences. She is responsible for the appointment, promotion, recommendation for tenure, and salary of all faculty members; as well as the appointments of the Deans of the College, the Graduate School, and University College and the appointment of departmental chairs as well as program and center directors. She oversees all academic, financial, and administrative aspects of Arts & Sciences.

2) Jennifer Smith, Dean of the College of Arts & Sciences

The College organizes and implements a curriculum that serves all Washington University undergraduates, the majority of whom will major or minor in an Arts & Sciences discipline. The mission of the College of Arts & Sciences is to foster an environment that empowers students to build a foundation for lifelong learning and leadership.

As dean of the College of Arts & Sciences, Smith is responsible for the university's liberal arts curriculum. She also works closely with the Vice Chancellor for Students on every phase of student life, from admission through graduation and onward to postgraduate success. Among other responsibilities, she leads the undergraduate four-year advising program with its 14 full-time and 6 part-time deans in the college and more than 60 advisors outside the college office; manages an annual budget of more than $3 million; works with the ArtSci Council, Student Union, and Undergraduate Council to address student governance issues; and works with the offices of the Dean of Students, Campus Life, Residential Life, the First Year Center, and other academic support units that deal with the undergraduate experience.

3) William Tate, Dean of the Graduate School

The School of Graduate Studies was established in 1922, and was renamed the Graduate School of Arts & Sciences in 1947. The present organization of the Graduate School dates from 1964, when the faculties of the Graduate School of the College coalesced into a single Faculty of Arts & Sciences. The School's 1964 constitution is still in effect today; among its clauses is the stipulation that the Graduate School will confer all Master of Arts and Doctor of Philosophy degrees at Washington University.

As dean, Tate works with the student organizations, faculty, graduate program directors, department chairs, and the Deans of other schools to ensure the continued growth and excellence of the programs leading to all Ph.D.'s awarded by Washington University, as well as all non-professional Master's degrees. He serves as Chair of the governing bodies of the Graduate School, including the Graduate Council and the Graduate & Professional Student Coordinating Committee.
4) Mark Rollins, Dean of University College and the Summer School

Founded in 1931, University College is the professional and continuing education division of Arts & Sciences. Part-time, evening and summer-school students of all ages may attend Washington University through its credit and non-credit courses and programs. University College plays a major role in meeting the educational needs of St. Louisans, developing new programs of study to meet the evolving demands of the local job market, and providing a world-class venue for those pursuing a variety of professional and personal educational goals.

As dean, Rollins administers a number of undergraduate and graduate degree programs as well as the summer school and the Lifelong Learning Institute.

5) Other Faculty of Arts & Sciences Deans and Directors

Dean of Academic Planning, Kit Wellman Professor Wellman provides assistance to the Dean of the Faculty of Arts & Sciences in matters of academic planning and strategy. He assists the dean in thinking through issues associated with programs and centers in Arts & Sciences, as well as helping to plan and to participate in departmental reviews. His position is part-time and he retains research and teaching responsibilities in the Philosophy Department.

Associate Dean, Deanna Barch Professor Barch provides assistance to the Dean of the Faculty of Arts & Sciences in matters of faculty development. She assists the dean in thinking through faculty onboarding and training. Her position is part-time and she retains research and teaching responsibilities in the Psychological & Brain Sciences Department.

Associate Dean, William Tolman Professor Tolman provides assistance to the Dean of the Faculty of Arts & Sciences in matters of research. He assists the dean in organizing departmental reviews and research efforts. His position is part-time and he retains research and teaching responsibilities in the Chemistry Department.

Executive Assistant to the Dean, Jennifer Gibbs Jennifer assists the Dean of Arts & Sciences with a broad range of daily activities, including presentations, reports, correspondence and special projects. She assists with the tenure and promotion process, the search and hiring process, and external reviews of Arts & Sciences departments and programs. She assists in preparing documents for Arts & Sciences Faculty meetings, Chairs and Directors meetings and also works closely with faculty groups conducting essential University and Arts & Sciences affairs, such as the Arts & Sciences Academic Planning Committee and the Faculty Council.

Associate Dean of Finance, Larry Kuykendall Larry is a key link between the Dean of Arts & Sciences and the operational and budgetary aspects of the departments and programs in Arts & Sciences. He provides support on fiscal matters related to current-year operations and long-term planning, including financial projections and the development and identification of resources to achieve short-and long-term goals.

Assistant Dean of Administration, Jonathan Cohen Jonathan advises the dean on faculty and staff matters, including policies and procedures, searches and hiring, sabbaticals and leaves, and promotions and tenure. Additionally, he provides data and analysis for planning and budgets.

Assistant Dean of Communications, Ebba Segerberg Ebba leads the A&S Communications team and also works closely with Public Affairs and Alumni & Development. She oversees the design and production of key external print and electronic communications in Arts & Sciences such as the Ampersand, the podcast series Hold That Thought, and the main Arts & Sciences website. She is also responsible for the management and implementation of a shared visual identity system within Arts & Sciences. She works closely with the Dean of the Faculty of Arts & Sciences, the Provost, the Executive Vice Chancellor for Administration, other Deans, faculty leaders, and central administrators. Ebba coordinates the activities of the Academic Planning Committee, an advisory group of faculty leaders and deans serving the Dean of the Faculty.
**Director of Facilities, Dzenana Mruckovski** Dzenana helps Arts & Sciences plan, maintain, renovate and build new spaces for Arts & Sciences faculty, staff, and students. She assists new faculty with the design for their office and/or lab and oversees the needs of all involved in the creation of a new building. Dzenana manages the budget of the repair and renovation of the more than 40 buildings in Arts & Sciences.

**Director of Computing Ken Keller** Ken leads the Arts & Sciences Computing team. He coordinates the efforts of Client Support, Social Sciences Computing, Systems & Network, and the Humanities Digital Workshop. Ken aligns A&S Computing's direction with the goals of A&S and Washington University. He also collaborates with other Washington University departments to fully leverage knowledge and resources.

**Director of Arts & Sciences Data Analysis, Maggie Konich** Maggie provides analytical support for policy development and assessment for Arts & Sciences and the University. Her work helps inform management decisions and strategic planning.

**Director of Budgeting and Accounting, Meredith Gugger** Meredith provides day to day oversight of operating budgets as well as management of the annual budgeting process. She is responsible for improving financial reporting at the department level as well as improving internal controls. Meredith assists in the supervision of Arts & Sciences administrative clusters and represents A&S on various committees.
Information for key contacts listed at the bottom

July 1: Fiscal year begins

Sept: Departmental votes (after outside letters received) on tenure cases that would be due in the Dean’s office in October of this Academic Year (AY).
   - Deanna Barch and Kit Wellman are contacts for content questions
   - Jennifer Gibbs and Jonathan Cohen are contacts for logistic and policy questions

1st wk of Sept: Course listings due to registrar for Spring of this AY. This means you will need to have determined who will be teaching what courses in the Spring by this time.
   - Marissa Kaltwasser in the Registrar’s office is a contact for questions about this process

Oct 1: Self-reporting for annual faculty report begins
   - Ken Keller is the contact for questions

Mid-Oct: Promotion to Associate Professor tenure cases due to the Dean, including the Chair’s letter and other materials. Generating these materials typically requires 2-4 weeks of lead time.
   - Deanna Barch and Kit Wellman are contacts for content questions
   - Jennifer Gibbs and Jonathan Cohen are contacts for logistic and policy questions

Oct/Nov: Departmental votes (after outside letters received) on promotion for Full Professor cases that are due in the Dean’s office in January of this AY.
   - Deanna Barch and Kit Wellman are contacts for content questions
   - Jennifer Gibbs and Jonathan Cohen are contacts for logistic and policy questions

Late Nov: Budgeting process begins for the next fiscal year. Faculty salary worksheets are distributed to Chairs/Directors
   - Larry Kuykendall and Meredith Gugger are contacts for this process.

Last wk of Nov: Course listings due to registrar for Summer of this AY. This means you will need to have determined who will be teaching what courses in the Summer of this AY by this time.
   - Marissa Kaltwasser in the Registrar’s office is a contact for questions about this process

Dec 1: Faculty Activity Reports Complete and Available for Chairs to Review
   - Ken Keller is the contact for questions about this

Early Dec: All other budget information is distributed to chairs/directors:
   - Faculty salary worksheets (Jonathan Cohen is the contact for questions)
   - Reserve worksheets (Larry/Meredith are the contacts for questions)
   - Non-compensation budget information (Larry/Meredith are the contacts for questions)
   - Add-on request worksheet (Larry/Meredith are the contacts for questions)
   - Renovation request worksheet (Dzenana Mruckovski is the contact for questions)
   - Computer request worksheet (Ken Keller is the contact for questions)
   - Long-term request worksheet (Larry/Meredith are the contacts for questions)
   - Budget guidelines (Larry/Meredith are the contacts for questions)

Late Dec: Faculty salary worksheets due back to Dean’s office. This requires you to have conducted a review of faculty performance and a method for recommending raises.
   - Deanna Barch and Kit Wellman are contacts for content questions
   - Jonathan Cohen is the contact for logistic and policy questions
Jan 1:
- Cases for promotions to full professor due to the Dean including the Chair's letter and other materials. Generating these materials typically requires 2-4 weeks of lead time.
- Teaching track promotions due to the dean
- Sabbatical/leave requests for next fiscal year due on first business day of month (Jonathan)
  - Deanna Barch and Kit Wellman are contacts for content questions
  - Jennifer Gibbs and Jonathan Cohen are contacts for logistic and policy questions

1st wk of Jan: Sabbatical leave requests for next AY due in Dean's office
- Jonathan Cohen is the contact for logistic and policy questions

Mid-Jan: All other budget information due back to Dean's office
- Larry Kuykendall and Meredith Gugger are contacts for this process.

Mid-Jan through early Feb: Chairs/Directors meet with Dean to discuss faculty salaries when applicable
- Jonathan Cohen, Larry Kuykendall and Meredith Gugger are contacts for this process.

Last wk of Jan: Course listings due to registrar for Fall of the next AY. This means you will need to have determined who will be teaching what courses in the Fall of the next AY by this time.
- Marissa Kaltwasser in the Registrar's office is a contact for questions about this process.

Feb: Chairs/Directors meet with Larry and Jonathan and Meredith to discuss any other budget/planning issues.

March (1st Fri): Tenure decisions approved by Board of Trustees and communicated to candidates and chairs
- Jennifer Gibbs contacts for logistic questions

Early March: Technology decisions for next year are sent to Chairs/Departments
- Ken Keller is the contact for questions about Faculty Reports.

Mid-March: Dean issues budget decision memo to each department/program. Faculty salaries are finalized.
- Jonathan Cohen is the contact for questions

Departments should make sure faculty salary data entries in Cognos match approved salaries
- Larry Kuykendall and Meredith Gugger are contacts for this process.

Late March: Budgets are finalized in Cognos and loaded into accounting system
- Larry Kuykendall and Meredith Gugger are contacts for this process.

March 31
- Junior tenure-track faculty reviews must be completed/confirmed (Jonathan)
  - Jonathan Cohen is the contact for policy questions
- Tenure-track faculty reappointment notice released electronically
  - Jonathan Cohen is the contact for questions
- Requests for new tenure-track search request due
  - Deanna Barch and Kit Wellman are contacts for content questions
  - Jennifer Gibbs contact for logistic questions

March/April: Department votes on whether to request outside letters for tenure/promotion cases that would go to the Dean's office in the fall of the next AY.
- Deanna Barch and Kit Wellman are contacts for content questions
- Jennifer Gibbs and Jonathan Cohen are contacts for logistic and policy questions
April & May:  Annual fulltime teaching track faculty, professor of the practice, research professor reappointment letters will be distributed by Jonathan Cohen

Early May:  Approved staff salaries are entered by department staff into Salary Planning
  • Jonathan Cohen is the contact for questions

Late May:  Next year's tenure-track faculty salary information released to faculty electronically
  • Jonathan Cohen is the contact for questions

May/June:  Request outside letters for tenure/promotion cases that would go to the Dean's office in the fall of the next AY.

June:  HR grants final approval to staff salary increase requests
  • Jonathan Cohen is the contact for questions

June 30:  Fiscal year ends

Contact Information
Ken Keller:  keller@wustl.edu
Deanna Barch:  dbarch@wustl.edu
Kit Wellman:  kwellman@wustl.edu
Jennifer Gibbs:  jgibbs@wustl.edu
Jonathan Cohen:  jonathan.cohen@wustl.edu
Marissa Kaltwasser:  mkaltwasser@wustl.edu
Larry Kuykendall:  larry@wustl.edu
Meredith Gugger:  meredith.gugger@wustl.edu
Dzenana Mruckovski:  dzenana@wustl.edu
Annual Tenure and Promotion Schedule

Spring through October: Departments evaluate cases for tenure. Tenure dossiers for internal candidates are due to the Office of the Dean of the Faculty (S. Brookings 205) by the end of the third full week in October. If this deadline is problematic, please contact the Dean’s office. If the department decides against recommending tenure, the Chair should inform the Dean’s office in writing by this date.

Spring through December: Departments evaluate cases for promotion. Promotion dossiers (Associate to Full and Research Associate to Research Full) for internal candidates are due January 1. Send the candidate’s CV to the Dean for review, prior to asking for outside letters or otherwise beginning the promotion process from Associate Professor to Professor.

November-December: The Advisory Committee on Tenure, Promotion, and Personnel (P&T committee) meets to evaluate the tenure candidate dossiers. Chairs will be asked to meet with the committee to address questions from the committee.

January – March: The P&T committee meets to evaluate candidates’ dossiers for promotion (Associate to Full and Research Associate to Full) and some tenure cases. Chairs will be asked to meet with the committee to address questions from the committee.

Most internal tenure cases go to the March Board of Trustees meeting. However, there are certain circumstances, although rare, that necessitate that an internal tenure case be presented at the October, December, or May Board of Trustees meeting instead of the March meeting.

All Board of Trustees meetings are held the first Friday of the month. Tenure candidates and chairs are notified of decisions in writing on the afternoon of the Board meeting. This occurs after the Dean has presented tenure cases to the Board, the Chancellor has recommended them, the Board has voted, and the Provost’s office has relayed the Board’s decision to the Dean’s office.

If a department wants to hire an external candidate with tenure, the department should be in close communication with the Dean’s office about the timing of dossier assembly and submission in order to ensure that the tenure case is reviewed by the P&T committee as soon as possible. This will ultimately ensure that the case is presented at the first opportunity to the Board of Trustees, assuming a positive vote by the P&T committee.

Promotion cases (Associate to Full and Research Associate to Research Full) do not go to the Board of Trustees. Rather, the Dean of the Faculty submits Associate to Full promotion cases to the Provost and Chancellor for review and approval.

Dates to note:

October 19, 2018: Tenure dossiers for internal candidates are due to the Office of the Dean of the Faculty (S. Brookings 205). Departmental recommendations against tenure are also due at this time.

January 1, 2019: Promotion dossiers for internal promotions from Associate to Full and Research Associate to Research Full are due to the Office of the Dean of the Faculty (S. Brookings 205).

February 1, 2019: In advance of the March Board of Trustees meeting, the Dean submits tenure materials to the Provost for review and to Human Resources for distribution to the Board of Trustees.
March 3, 2019: The Chancellor recommends tenure cases to the Board of Trustees. After the Board of Trustees have voted on the tenure cases brought to it (usually in the early-late afternoon), the Provost’s office notifies the Dean’s office of the decisions, at which time the Dean’s office will inform the candidate and their department Chair of the outcome of their case.

April 5, 2019: In advance of the May Board of Trustees meeting, the Dean submits tenure materials to the Provost for review and to Human Resources for distribution to the Board of Trustees.

May 3, 2019: The Chancellor recommends tenure cases to the Board of Trustees. After the Board of Trustees have voted on the tenure cases brought to it (usually in the early-late afternoon), the Provost’s office notifies the Dean’s office of the decisions, at which time the Dean’s office will inform the candidate and their department Chair of the outcome of their case.

Two key dossier components for Chairs’ attention

Chair’s letter:

- Make a strong and complete case for your candidate’s tenure.
- Write for an academic but non-specialist audience.
- Place the candidate’s achievements in the broader context of the field.
- Assess teaching, research and scholarship, service and leadership.
  - If a candidate’s teaching evaluations are not strong, explain what the candidate has done to improve her/his teaching (mentoring by senior colleagues, work with the Teaching Center, etc.)
  - If a candidate’s research specialization is not well understood by academics outside of the area of specialization, explain the importance and impacts of the research, and place the specialization within the broader field.

External review letters:

- Solicit letters from experts in the candidate’s field (both in the candidate’s specialized area and in the candidate’s broader field). Senior and endowed professors at peer institutions with well-regarded departments and high standing in the candidate’s field should be the primary writers.
- It is useful to have letters from people who have worked with the candidate, AND the dossier must also include letters from knowledgeable people who have not worked with the candidate.
- The minimum number of letters is six. However, more than the minimum is expected, and a low number of letters may be viewed as weak support.
Evaluation of Tenure-Track and Non-Tenured Faculty

(January 2018 memo from the Dean)

To: Department Chairs and Program Directors

In order to ensure the University-required annual reviews of all probationary (tenure-track and non-tenured) faculty, we ask that you please confirm the following information.

Please send an email to Jonathan Cohen at jonathan.cohen@wustl.edu confirming the following five items were completed by the deadline. An email confirmation is all that is necessary; please do not forward written reviews.

1. The review was completed prior to the end of March 2018.
2. Details of the review were given in writing to the tenure-track faculty member.
3. The written details included evaluation and assessment of the professor’s progress toward tenure, including performance in all relevant criteria, which should be detailed in your departmental policy but are also contained in the University policy: e.g., teaching performance, research and creative ability, professional competence and leadership, University and departmental service, professional service to the community.
4. The professor in review countersigned a copy of the written review, acknowledging the content.
5. For joint appointments, please confirm that the chair or director for the joint appointment participated in this review process.

For reference, an excerpt from the University tenure policy describing annual reviews of probationary faculty may be found below. Written procedures are found in your individual departmental tenure policies.

V. B. Review of Status
The status of each faculty member on appointment for a probationary period shall be reviewed annually in a conference with his/her immediate administrative officer. This review shall include an evaluation of the faculty member’s performance to date, his/her salary and academic rank, and his/her prospects for future employment including tenure at the University. Each school shall have written procedures in regard to the nature and scope of this review, and these procedures shall be made known to the faculty member when he/she first is employed by the University.

In addition to the annual review of assistant professors, annual reviews are also important for evaluation and feedback for all faculty (tenured, research, adjunct, and teaching track) in your department or program. This evaluation should correspond with the merit increase assessment you make for your faculty. Evaluation of teaching, advising, research, publication, and service are useful not only to provide positive feedback for faculty of exceptional performance but to also ensure notice of the need for improvement, particularly in cases where zero or negative salary adjustments are being considered. Confirmations of reviews of other faculty do not need to be sent to Jonathan Cohen.

Thank you for your detailed attention to this important process.

Best regards,

Barbara Schaal
College of Arts & Sciences

Jennifer R. Smith, Dean

Contact information
Email: jensmith@wustl.edu
Tel: 314-935-8803
Fax: 314-935-7361
CB 1117

Interactions between Chairs/Directors and the College Office:

Curriculum
- Planning to accommodate enrollments
- (Through DUSes) Major advising, community building within majors, *career counseling for majors
- Generate buy in for college level curriculum initiatives: freshman/sophomore seminars, FOCUS programs...
- Foster communication about program changes/new opportunities to students through advisors

Support for undergraduate teaching/faculty professional development
- Classroom innovation grants
- Overhaul of course evaluations

Student( / Parent) issues
- Students instructed to try to resolve issues with faculty first, then chair, then ombudsperson

Teaching, student interaction policy issues
- FERPA, social media, sexual assault/misconduct, academic integrity, grades submission

Link to “the rest” of student life
**Graduate School**

**William F. Tate, Dean**

**Contact information**
Email: wtate@wustl.edu  
Tel: 314-935-8265  
Fax: 314-935-4887  
CB 1187

**Graduate Program Features.** Be prepared to discuss why your graduate program is distinct and its contributions to Arts & Sciences and the field.

**Recruitment.** Please be ready to discuss the results of this year’s recruitment of new graduate students and prepare your thoughts about target numbers for next year’s class.

**Job Placement.** Bring all available information about the job placement of recent graduates and updates on job placements for graduates of previous years.

**Communicating Success.** Bring the names of:  
a. Three to five recent graduates who are distinguishing themselves in their field. (These students should have completed their Ph.D. in the last ten years.)  
b. The three most important graduates from your program. (These students may overlap with students from the first batch.)

**Teaching Assistants.** Be ready to discuss how your department trains first-time teaching assistants and instructional aides.

**Advisors.** Review and update the dissertation advisor list and return prior to your meeting, if applicable.

**Academic Dismissal Policy.** As you know, a new Policy on Academic Probation and Dismissal was approved by the Graduate Council on April 24, 2014 effective immediately. Each Ph.D. program should now prepare its own internal document explaining how the specifics of this university-wide Policy will be carried out.

**Helpful Resources**

Graduate School Website, http://graduateschool.wustl.edu/  
Council of Graduate Schools, https://www.cgsnet.org/  

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1. Each year the Chair and Director of Graduate Studies meet with the Dean of the Graduate School. The intent here is to provide you with guidelines to help in your preparations.
University College

Mark Rollins, Dean

Contact information
Email: mark@wustl.edu
Tel: 314-935-4806
Fax: 314-935-4847
CB 1064

Three areas of activity:
1. University College proper (for-credit courses and degrees, occasional workshops, lectures, symposia, etc.).
2. Summer School (for-credit courses, plus for-credit and non-credit pre-college programs).
3. Lifelong Learning Institute (non-credit peer-learning for older adults).

Every department or program has a University College Coordinator (possibly you!) who works with both University College staff and the department to arrange and supervise all courses in the disciplinary area:
• creating, approving—and revising as needed—courses and programs
• recruiting, mentoring, and monitoring faculty
• advising on student recruiting, honors mentoring, etc.

The work of the coordinator to be overseen and approved by departmental chair or executive committee: everything we offer is YOUR offering, and should reflect your quality standards and expectations.

Planning cycle:
• generally August/September for spring
• October/November for summer
• January/February for fall
• Reviews of existing programs and planning for new programs goes on throughout the year

University College is deliberately experimental and usually interdisciplinary: both "Women's Studies" (now WGSS) and American Culture Studies began there. Current experiments are more in format and pedagogy, and we have nearly three dozen fully online or hybrid courses this fall. We provide incentive funding for the development of new online courses. We also have on online learning specialist, Amanda Carey, who both gives short courses (available free to your faculty and graduate students) in online teaching, and does individual tutorials with faculty mounting online courses. This is our fastest-growing area—and the learning outcomes are excellent.

University College offers to adult students both undergraduate (A.A. and B.S) and graduate (several masters and the Doctor of Liberal Arts) degrees in a variety of disciplinary and interdisciplinary subjects. So for example at the undergraduate level, both Psychology and Sustainability; at the graduate, both Biology and International Affairs.

The Summer School offers courses to those adult students; to WU students remaining for one of the summer sessions, to visiting college (and international) students, and to pre-college students—all in four summer sessions, both day (3 week + 5 week + 5 week) and evening (8 week). Strongest area of growth in recent years has been in 2-3 week non-credit programs for high school students—most of whom later apply to WU.

We are a teaching division of the university and offer significant teaching opportunities. For your graduate students, a chance to run a course of their own. For your part-time adjuncts, a chance to add to their income benefits. For tenure-track faculty, a chance to make some extra money; to experiment with a new program, topic, or method; or to teach adult students—as many will testify, sometimes the most rewarding teaching of all.
Human Resources and Related Matters

Jonathan Cohen, Assistant Dean, Administration

Contact information
Email: jonathan.cohen@wustl.edu
Tel: 314-935-7366
Fax: 314-935-8504
CB 1094
http://artsci.wustl.edu/about/committees

As a Chair or Director, your primary HR role is that of a SUPERVISOR:
You may supervise:
  • Faculty
    o Junior tenure-track
    o Senior tenured
    o Non-track and adjuncts
  • Staff
  • Postdocs
  • Student employees
  • Other supervisors/P.l.s

Supervisory Functions

Regular/Annual performance evaluation and reviews
  • Faculty – junior guidelines; activity reporting system
  • Staff – HR format
  • Postdocs – mentoring

Terminations and Consideration for renewal
  • Staff (at-will); addressing performance issues
  • Faculty notice (curricular needs)

Pay rate changes

Promotions and reclassifications
  • Staff
    o duty realignment
    o parity
  • Faculty promotion procedures

Sabbaticals and leaves
  • Sabbaticals
    o Eligibility
    o Advanced notice and planning – teaching impact
    o Unpaid leaves, Competitive Fellowships
  • FMLA, Medical, and personal issues
  • Staff time-off and coverage

Staff compensation
  • FLSA Exempt vs. Non-exempt
  • Time reporting
  • Minimum wages

Hiring
  • HR requirements
  • Processes:
    o Tenure-track
    o Non-track (and postdocs)
    o Staff
  • Start dates – I-9 form
**Human Resources Important Dates**

<table>
<thead>
<tr>
<th>October</th>
<th>Oct 21*: Promotion with Tenure cases due to the Dean</th>
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<tbody>
<tr>
<td>December</td>
<td>Faculty salary sheets to be returned to Dean (distributed in November)</td>
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<td></td>
<td>December 1: spring adjunct reappointment notice date</td>
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<tr>
<td>January</td>
<td>Staff salary submissions due with budget submission</td>
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<td></td>
<td>Jan 1*: Promotions to full professor due to the Dean</td>
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<td>Jan 1*: Sabbatical/leave requests for next fiscal year due on first business day of month</td>
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<td>March</td>
<td>Requests for new tenure-track search requests due</td>
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<td>First Friday in March: tenure decisions approved by Board of Trustees</td>
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<td>March 31: Junior Tenure-track Faculty reviews must be completed/confirmed</td>
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<td>March 31: Tenure-track faculty reappointment letters released electronically</td>
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<tr>
<td>April</td>
<td>April 1-15: annual fulltime lecturer, professor of the practice, research professor reappointment notice date;</td>
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<tr>
<td>June</td>
<td>HR grants final approval to staff salary increase requests</td>
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<td></td>
<td>June 1: fall adjunct reappointment notice date</td>
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Budget and Finance

Larry Kuykendall, Associate Dean, Finance and Administration

Contact information
Email: larry@wustl.edu
Tel: 314-935-6857
Fax: 314-935-8504
CB 1094

Budget and Finance provides assistance with budgetary policy and requests, as well as support with finance requests or special reporting needs.

Contact Larry to discuss:
- Non-payroll document approval
- Budgetary policy issues
- Budget questions & requests
- Contract issues including signature authority
- Security access to University systems
- Fiscal year closing policies & procedures
- Special funding requests
- Requests for cost-sharing
- Overhead waivers
- Interdepartmental & interschool issues
- Endowment & Gift accounting questions
- Long-range planning questions
- Research accounts

Meredith Gugger, Director of Budget and Accounting

Contact information
Email: meredith.gugger@wustl.edu
Tel: (314) 935-6399
Fax: 314-935-8504
CB 1094

Contact Meredith to discuss:
- Budget
  o Budgetary policy questions and issues
  o New budget requests
  o Main contact for departmental budgetary assistants/business managers during the budget process
  o Cognos annual budget questions and training
- Special reporting needs, including historical account balances & budgets
- Research and startup accounts
- Non-payroll document approval
- Security access to University Systems (FIS/Cognos)
- Fiscal year closing policies & procedures

This information, plus helpful links regarding budget and administrative policies, can be found at:
http://artsci.wustl.edu/about/administration/budget-and-finance
Budget Cycle: Important Dates/Periods to Remember

**July 1** – Start of the fiscal year

**Late November** – Budgeting process begins for the next fiscal year. Faculty salary worksheets are distributed to Chairs/Directors.

**Early December** – All other budget information (staff salary worksheets, reserve worksheets, non-compensation budget information, add-on request worksheet, renovation request worksheet, computer request worksheet, long-term request worksheet, and budget guidelines) is distributed to Chairs/Directors.

**Late December** – Faculty salary worksheets due back to Dean's office.

**Mid-January** – All other budget information due back to Dean's office.

**Mid-January through Early February** – Chairs/Directors meet with Dean to discuss faculty salaries when applicable.

**Early February** – Faculty salaries are finalized. Departments should make sure faculty salary data entries in RAPS match approved salaries.

**February** – Chairs/Directors meet with Larry and Jonathan to discuss any other budget/planning issues.

**Mid-March** – Dean issues budget decision memo to each department/program.

**Late March** – Budgets are finalized in RAPS and loaded into accounting system.

**Early May** – Approved staff salaries are entered by department staff into Salary Planning.

**June 30** – Fiscal year ends.

Throughout this time, the RAPS budgeting system is open to departmental users for the required entry of both compensation and non-compensation budgets for the upcoming fiscal year.
Research and Grant Support

1) Research and grant support in A&S is partly centralized and partly department based, with variations by discipline:
   - DNSM
   - Weidenbaum Center (Political Science, Economics)
   - McMillan Hall support (Amanda Heitkoetter – Accounting and Grants Specialist)
   - Humanities Center (Kathy Daniel -- Accounting and Grants Specialist) and Humanities Digital Workshop
   - Large-scale interdisciplinary proposal development (Crystal Gammon – Grant and Science Writer)

2) Research support is also provided by central university resources:
   - Office of the Vice Chancellor for Research
     - OVCRR website (https://research.wustl.edu):
       - Research News
       - Research Gateway
     - Limited and Specialized Competitions
     - Early Career Awards (Pew, Searle, Packard, etc.)
     - MRI and Center grants
     - Training Grants (IGERT, etc.)
     - Emerging discussion on crowd-funding options
     - Workshops and programs (Christa Johnson)
   - Corporate Support and Foundations (Marty Igel)

3) Information on Facility and Administration (F&A) cost recovery
   - Fixed rate for NSF, NIH, DOD, NASA, HHMI etc.
   - For other grants, request to waive reflect predictable tension between PI and Dean's office
   - What F&A covers:
     - 10% to department
     - facilities costs
     - departmental staff
     - research office staff
     - accounting staff
     - deans office staff
Facilities

Dzenana Mruckovski, Director, Arts & Sciences Facilities

Contact information
Email: dzenana@wustl.edu
Tel: 314-935-6735
Fax: 314-935-8504
CB 1094

What do I do?

- Help plan, maintain, renovate and build new spaces in Arts & Sciences
- Assist Faculty with the design for their office and/or lab and oversee the needs of all involved in the creation of a new building
- Manage the budget of the repair and renovation of the more than 40 buildings in Arts & Sciences

How will we work together?

- Budget Process
  - Repair & Renovation requests through your regular budget process submittal
- New faculty search request space definition and coordination of the new faculty space build out/renovation
- Ongoing maintenance issues reporting
- Space issue resolution within your unit

Resources:

Facilities Customer Service: 314-935-5544 (24 hours)
Immediate assistance regarding any facilities matter or scheduling a routine maintenance.
For non-pressing facilities issues, you can contact your Zone Manager (Zone Map attached to show which maintenance zone your building belongs):

- Yellow and Silver Zone: Diane Padgette – 314-935-4737
- Orange Zone: John Koerkenmeier – 314-935-5568
- Blue Zone: Martin Lange – 314-935-7274
- Green Zone: TBA – 314-935-4019

Parking & Transportation: 314-935-5601 (North Campus)
To obtain/renew parking permit and questions on general parking

Card Access: 314-935-7703
To provide additional building access to new & existing faculty, and students

WFF (housekeeping): 314-935-5030
Assistance with events set up and issues with cleanliness in buildings and grounds; scheduling smaller moves within campus.
Computing

Ken Keller, Director, Arts & Sciences Computing

Contact information
Email: keller@wustl.edu
Tel: 314-935-7392
Fax: 314-935-8504
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A&S Computing – http://computing.artsci.wustl.edu
  • Humanities Digital Workshop – http://hdw.artsci.wustl.edu
  • Canvas Support – http://computing.artsci.wustl.edu/canvas
  • Departmental Website Support - http://computing.artsci.wustl.edu/web-services-and-applications

General Technology: Getting help!

  • American Culture Studies
    o Jonathan Rapkin
    o 5-5399
    o rapkin@wustl.edu
  • Biology
    o Frances Thuet
    o 5-6705
    o thuet@wustl.edu
  • Center for the Humanities
    o Robert Chien
    o 5-7341
    o robertchien@wustl.edu
  • East Asian Studies
    o Larry Mollard
    o 5-9448
    o lmollard@wustl.edu
  • Economics
    o Robert Chien
    o 5-7341
    o robertchien@wustl.edu
  • English
    o Allen Wang
    o 5-8192
    o allenw@wustl.edu
  • Film and Media Studies
    o Jonathan Rapkin
    o 5-5399
    o rapkin@wustl.edu
  • Jewish, Islamic, and Near Eastern Languages and Cultures
    o Larry Mollard
    o 5-9448
    o lmollard@wustl.edu
  • Medical Humanities
    o Allen Wang
    o 5-8192
    o allenw@wustl.edu
  • Performing Arts
    o Dave Hennrich
    o 5-7447
    o dave.hennrich@wustl.edu
  • Political Science
    o Jonathan Rapkin
    o 5-5399
    o rapkin@wustl.edu
  • Religious Studies
    o Larry Mollard
    o 5-9448
    o lmollard@wustl.edu
  • Romance Languages and Literatures
    o Jared Oliver
    o 5-3698
    o joliver23@wustl.edu

Chair specific technology related activities
  • Technology Replacement Request
    o Submitted with annual budget request in late Fall
    o Departmental support person will with your office manager on compiling the request
  • Annual Faculty Report
    o Process begins in mid-September
    o Reports are due mid-November

Partner in Technology: Come to me with any technology issue you need help with or would like to discuss
  • Ken Keller
    • 5-7392
    • keller@wustl.edu
Fostering communications for faculty, student and departmental activities

A&S communications is your main advocate and liaison in the campus network of communications. We publish the Ampersand newsletter, the Hold That Thought podcast series and manage the Arts & Sciences website. We also work closely with the university’s Office of Public Affairs which produces the Record, the main WUSTL website and Washington Magazine, to assist them in prioritizing and scheduling content to those vehicles.

1. Support for campus news and event promotion
Please share your news, announcements and upcoming events with us so that we can ensure that your department, center or program receives as much attention as possible. We communicate these to the Record team and also distribute these items in the Ampersand newsletter, through our social media channels and our website. Please email us at ampersand@wustl.edu.

Items to bring to our attention:

NEWS Any notable faculty research discoveries, academic honors, notable grants and journal publications.

BOOK PUBLICATIONS Please note that there is currently no comprehensive real-time university mechanism for capturing new book publications. This information is still collected manually and relies heavily on the following sources: your word-of-mouth, emails, your websites, the Center for Humanities, the Campus Bookstore, the library. Please send physical copies of new faculty books to the dean's office so that they can be displayed there.

EVENTS Please share any signature events or public lectures that should receive campus and/or community notice.

DEPARTMENT NEWSLETTERS Please include copy us on your email distributions: artsci-comm@wustl.edu

2. Support for external media relations A&S communications works closely with colleagues in the Office of Public Affairs who are the primary point of contact for external media relations. YOUR PUBLIC AFFAIRS CONTACTS Public Affairs writers, eg Talia Ogliore, Liam Otten and Gerry Everding, will often be in touch with you directly with media queries or to write up news stories. As you interact with them, it’s not a bad idea keep A&S Communications in the loop to make sure that we maximize the exposure.

3. Websites Arts & Sciences department sites are supported jointly by a team of Computing and Communications staff. For assistance with your department website, please contact Marcia Mannen, associate director of Web Services at 5-5769 or marcia@wustl.edu.

Individual, lab and project-based websites are supported by the Office of Public Affairs. To sign up for a university supported micro-site, please visit sites.wustl.edu.

4. Help with marketing and public outreach projects We are happy to help with or advise on a range of other projects, such as videos, web content and brochures for recruitment and outreach campaigns. Please contact us at artsci-comm@wustl.edu.

New Chairs and Directors Guidebook | 27
Analytics

Maggie Konich, Director, Data Analysis

Contact information
Email: mkonich@wustl.edu
Tel: 314-935-8147
Fax: 314-935-8504
CB 1094

INFORMATION RESOURCES

Reports that are accessible via interactive dashboards at https://tableau.wustl.edu/
- A&S DataBook: A ten-year historical snapshot of every department and program in Arts & Sciences and
  University College on several dozen metrics
- Academic Analytics: A purchased data set that has peer comparison data about faculty activity
- Faculty Activity Reporting: Self-reported data about A&S faculty activity including publications, awards,
  advising, and more
- More to come!

General inquiries
- Course enrollment trends or demographic information
- Major/minor trends or demographic information
- Peer benchmarking data
- Research award expenditure trends
- Ad hoc analysis or assessment
Being chair of a department is hard work. Like being a journal editor or a parent, a person not in the situation can vaguely appreciate the difficulty, but cannot really know the depth of it until in the role. I have been a chair once, for 8 years, I was an "external hire," meaning I came into a new department from the outside. I had never previously served as chair. At the time I took the job, I had observed seven chairs of departments at three universities. I thought I knew a few things via observational learning, and I did, but the relevant word in this sentence is few. Many of the tasks that a chair performs are hidden from view to members of the department. One important step I took immediately was to ask a trusted colleague whom I had known for a long time (Dave Balota) to be my associate chair. He could tell me about the folklore and mores of the department and university, because he had years of experience. He kept me from making many blunders.

One of the first jobs of the chair is to create a vision for what he or she wants to accomplish and a realistic plan to move ahead. That plan should include how to bring people along with you, not to dictate to them. I came into a department of 15 members with a brand new building (half empty when I was hired), and the vision of the whole department was to move ahead with hiring and building. When I left the chair's office, we had 30 faculty and had filled the building. When money is flowing and you have a chance to build, you can enjoy being chair. Yet even under these conditions, it's not all sunshine and roses, and hiring can be quite stressful as well as rewarding. For every person you hire, you interview maybe four people, and I still vividly remember several candidates we wanted who eluded us.

Of course, the vision for the department depends upon the type of department you are in and what resources are available. Your vision might be to improve your undergraduate program, your research profile, your graduate program (or some combination). Discuss your vision with the faculty and get their input. It all depends on the nature of your department, from small to large, and the mission of your university.

Another big difference among departments is whether you are in a highly democratic department (some have written rules, bylaws, lots of committees, and they vote on everything). Some departments have meetings every week to thrash things out. Other departments, often where the leader is called a head rather than a chair, expect the head to lead without as much discussion from the department faculty (who like to go about their own work and not be bogged down in debate). My own department calls the leader a chair, but the system was more like a head system. My department meets infrequently, and everyone seems to like it that way. Department meetings often produce more heat than light.

My dean was helpful and wonderfully supportive when I came to Washington University, but he taught me one important lesson early on. I was having some particularly vexing problem (now blissfully forgotten) in my second year as chair. I went to my dean, the man who hired me, for advice. He listened to my problem and, in the course of giving advice, he said, "Remember, the hardest job in the university is being department chair. You frequently have to say 'no,' and the people you are saying 'no' to are your colleagues, your friends, and the people you live with and see every day. I say 'no' a lot as dean, but I don't live with the people every day the way a chair does." I told him he didn't mention this feature of the job when he was hiring me.

Herewith, my 12 tips. Some come from my time being chair, some come from friends, and some come from my role in working with other chairs as an associate dean for some years. Of course, because psychology departments come in all shapes and sizes, some tips will not apply in all cases. Also, although I believe that the tips apply to many chairs in U.S. and Canadian departments, I do not know how applicable they are to psychology departments around the world. Administrative systems may vary widely across the globe.

1. Start slowly: Learn your faculty and your department. This is especially good advice — even mandatory advice — for a chair coming in from a different university, but it is good advice for "inside" chairs, too. For the latter, you have been in the department, but not as its leader. You need to understand various sides of any issue before you launch into changing it. Leaping too fast, before you know the landscape, can be a recipe for disaster. Talk to everyone. Listen.

Henry L. Roediger, Ill., is the James S. McDonnell Distinguished University Professor at Washington University and the Academic Observer for APS. Dave Balota and John Wixted provided sage comments on an earlier draft of this column.
2. Be upbeat. The members of the department look to you to set the tone, even if it is a more or less unconscious process. If you want morale to be high, you need to set an example. Even if you are having problems (or maybe even especially if you are), don’t whine and complain. If a chair portrays continual gloom and misery in being chair, the department will pick this up. Emphasize the positive when you can; keep your mouth shut most of the time when you can’t. Keep in mind you want to get someone good to be chair after you are done. If you make the job sound totally unappealing, that will be a tough sell. Don’t overdo positivity when it is unwarranted, of course, but if it is possible to portray a glass as half full, do it.

3. Be organized; build a calendar of events. This one sounds like a no-brainer, but you would be surprised. If your personal style has been to kind of scattered and let others remind you of duties and deadlines, you need to change. You need to control your own schedule and make the most of your time. You cannot afford to let matters slip when other people’s fortunes and careers are riding on your performance. The academic calendar has a rhythm. Everything is new in the first year as chair, but after that you face the same tasks and the same deadlines every year. Get prepared. Put them on your calendar and put in reminders for the weeks leading up to them. In my university’s system, we need to send out for letters for tenure and promotion in the summer to have them in by the fall: we need to prepare budget documents in the fall for a meeting with the dean and the dean’s budget officer in December; we need to evaluate performance of junior professors in February so we can get a letter to them by mid-March. And so on. The calendar of events (which the prior chair can help you with) is critical to good organization.

4. Develop an effective staff and treat them well. Nearly every department in which I have served has had a few effective staff members who kept the place on track. Depending on the size of the department, the chair may have an assistant, a budget officer for personnel, a grants person, and assistants for other purposes (undergraduate studies, graduate studies, the clinical program). The cooperation and attitude of the staff and how they interact with you and faculty helps to determine how well the department runs. Consult the staff, respect them, and value them, from the maintenance crew on up.

5. Get along with the dean. The former chair of a major department recently told me that his biggest surprise in becoming chair was how important his relationship with his dean was. In hindsight, he said, this should have been obvious—but prospectively he had not recognized it. In most university systems, department chairs can get little done without the support of the dean. You need to work on that relationship, even if (or maybe especially if) you find it painful. If you get in a big fight with the dean (or lose her trust), your department will suffer and you will have more sleepless nights than would be good for your health. Remember, in most systems, the chair serves at the pleasure of the dean.

6. Cultivate relationships with other chairs. Yes, in a way they are your rivals. It is your job (and their job) to get more than your (their) fair share of the budget. But you need allies and confidantes. In coming in as an outside chair, I was fortunate that several current chairs in other departments took me under their wings and instructed me on various things I should know.

7. Learn the critical phrase: “I’ll get back to you on that”. A faculty member (Y) comes flying into your office in an uproar: “You won’t believe what X has done now. You have to do something.” Y and X have a long history of this kind of thing. First, calm Y down. Second, say you will investigate and learn about the situation, and get back to him/her. Say you are busy and it might take a couple of days. Often Y will calm down and it will blow over, but of course you do need to investigate (with X and with neutral parties, preferably those who witnessed the event in question). Then, of course, do get back to Y with your thoughts on the matter. Maybe some corrective action does need to be taken. However, many academic fiascos can be ameliorated with the passing of time and some discussion. The point is: never act on an important issue after hearing only one side of a story. There are always two sides. This rule is frequently violated in my experience. Just because someone wants you to take some immediate action does not mean you need to do it— the opposite is often the case. Be deliberate—but do get the issue resolved within a short timeframe whenever possible. Saying “I’ll get back to you” means you should.
8. Walk around. Don't just sit in your office, waiting for news and issues to come to you. Wander around the department several times a week. Stop and chat here and there. Talk to students and staff. Find out what's going on. Attend some of the area brown bag and talk in your department even if they are outside your academic area of interest. Try to keep up with what is happening in the various areas of the field that are represented in your department, too. Take an interest.

9. Set an example. Let's say you need to encourage your faculty in certain behaviors - attending colloquia outside their areas, teaching enthusiastically, being around the department and not hiding at home, spending time with students, and so on. Well, make it a point (as much as you can) to follow these same rules. Don't say, "I'm too busy to teach and attend colloquia." Maybe your teaching will be light, but don't make a habit of not following the practices you expect of others. Everyone is busy.

10. Say no nicely. You wind up having to say "no" a lot, because people ask for favors ("But it's me! I'm different!") or they ask for money for some special (or not so special) purpose. And so on. And often it is the same few faculty who make repeated requests. (A rough estimate among chairs is that 10% of the faculty consume 80% of your time). Of course, you want to do what you can to support good ideas and move the faculty members, their careers, and your department forward, but your budget will not permit you to do everything. And policies of fairness and equity should prevent you from cutting special deals for some faculty over equally worthy faculty. Still, even when I had to say "no," I tried to do it in a way that was not dismissive of faculty members' concerns. I found that often they had ideas I wished I could support if we had the funds.

11. Remember George Burns's advice. Burns was an American comedian who lived to be 100 and was noted for many things, including the following aphorism: "The secret of success is sincerity. Once you can fake that you've got it made." When you are chair, some situations you face are just too boring or depressing for words. You have the same pathetic meeting with the same people over the same issues that will never be settled, in your lifetime, to the satisfaction of everyone involved. You can attend the meeting and sit with your arms folded and your bored, frown face on, or you can just embrace the moment and pitch in to the hopeless situation. Why not? Try to enjoy it. This advice is even more critical for the upper administration than for chairs. Think of all those fundraising dinners.

12. Know when to say "time's up" for being chair. Departments differ in their practices on rotations for chairs. The 3-year rotation is popular in some places, but to me that seems too short. About the time you know what you are doing, you are finished. For someone who maintains his or her enthusiasm, 6 years or more may work. But if you feel your attention and enthusiasm fading, it's time to move on and let someone else take over.

One question I have eluded to: "Why should I want to be chair? I am interested in my research and teaching." There are many answers to make a difference, to try to make the department a better place, or even because your department asked you to do it. (When people asked me, my answer was "Ever since I was a child, I dreamed of a job in lower middle management"). Some people who become chairs learn that they like administration and seek to move on to become deans, provosts, and presidents. Bravo! We need great leaders to move up. Others of us learn that we like remaining in our academic fields. Beyond chair, it is (in my observation) impossible to really stay in both your academic field and be an administrator. You will have to choose when you step down from being chair (or somewhat before you do).
<table>
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