

Mark S. Wrighton
Chancellor

September 1, 1995

Dear Colleague:

The 1995-1996 academic year is underway, and I hope it will be a good one for all of us. My first two months as Chancellor have been very stimulating. I have been fortunate to have the opportunity to meet with many faculty and staff. I am most impressed with the people I have met ~~and the work they are doing. These interactions have reinforced my view~~ that Washington University is a great institution and one I am privileged to lead.

My principal reason for writing at this time is to inform you of some important changes in the academic leadership and administrative structure of Washington University. The changes in positions to be outlined here are effective October 1, 1995, and those at the Vice Chancellor and Executive Vice Chancellor level have been approved by the Executive Committee of the Board of Trustees.

The most important change is that Professor Edward S. Macias will become Executive Vice Chancellor and Dean of Arts and Sciences. As you know, for the past year Ed has held two positions: Provost and Interim Dean of the Faculty of Arts and Sciences. I had indicated to him after being named Chancellor that I would act promptly to clarify his role in the administration. In appointing Ed Macias as Executive Vice Chancellor and Dean of Arts and Sciences I wish to express my strong support for him as a University leader. He will head Arts and Sciences, and in his new capacity as Executive Vice Chancellor he will serve along with Executive Vice Chancellors William Peck and Richard Roloff as a senior advisor to me. Importantly, he will be responsible for assisting in the coordination of the undergraduate programs offered by the Hilltop schools. The newly created position of Executive Vice Chancellor and Dean of Arts and Sciences represents the importance of Arts and Sciences to the future of Washington University, and I am very pleased that an individual of such leadership experience and distinction will be its first incumbent.

Selecting Ed Macias as Executive Vice Chancellor and Dean of Arts and Sciences involved discussions on my part with key faculty, including the Faculty Council of Arts and Sciences, the Faculty Senate Council, many of the Chairs in Arts and Sciences, and the Deans of the seven other Schools.

I have also consulted with the Vice Chancellors and with several trustees prior to finalizing the decision to request Board of Trustees approval for his appointment. Ed enjoys a remarkable degree of respect and support for his past contributions. I considered the possibility of initiating a full "search" to fill the position of Dean of Arts and Sciences, but after reviewing the situation carefully with many others, I concluded that Ed Macias is the best person for this key position. The selection of a permanent Dean of Arts and Sciences will allow us to sustain our momentum in Project 21 efforts to which Ed has contributed so greatly. Professor Robert E. Thach, Dean of the Graduate School of Arts and Sciences, and Professor Wayne D. Fields, Dean of University College, will continue to report to the Dean of Arts and Sciences. Professor Gerhild S. Williams will continue to work closely with Ed Macias and will have the title Associate Vice Chancellor.

It also gives me pleasure to announce important promotions stemming from my consideration of past achievements and future needs of the University. Dean James E. McLeod will become Vice Chancellor for Students and Dean of the College of Arts and Sciences, and Dean Shirley K. Baker has been promoted to Vice Chancellor for Information Technology and Dean of University Libraries. These new Vice Chancellors will have reporting responsibilities to Ed Macias and to me.

Our students are central to our purposes, and we will be organized to serve their interests and needs. In connection with his duties as Vice Chancellor, Dean McLeod will be responsible for Undergraduate Admissions, Financial Aid, and Student Affairs, as well as for the College of Arts and Sciences. Admissions will be led by Associate Vice Chancellor John Berg; Financial Aid will be led by Associate Vice Chancellor Dennis Martin, and Student Affairs will be led by Dean Justin Carroll. Messrs. Berg, Martin, and Carroll together with Dean McLeod will represent a team focused on our students, and I am grateful to have these four outstanding leaders in this area.

As we approach the 21st century, it is clear that we are moving to a time when we need to expand our academic information resources beyond those associated with the core of books, journals, and periodicals of our own libraries. Dean Baker's new responsibilities as Vice Chancellor will be planning and coordination of activities to elaborate upon and improve the information infrastructure of Washington University. Academic institutions like ours will contribute to, and depend on, modern computation and communication tools. The further development of our internal information infrastructure will require cooperation, hard and creative work, and resources. I am confident that this is an area where enormous benefits will come to Washington University faculty, students, and staff.

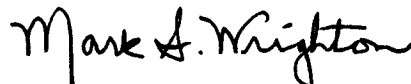
The position of Provost will not be filled at this time. The eight School Deans and the Vice Chancellors will all report directly to me. As a result, I will have the opportunity to become very well acquainted with them and the interests and plans of the faculty. I will become familiar with the academic priorities established by the Project 21 planning exercises. The School Deans and the Vice Chancellors will comprise an administrative group called University Council which will meet regularly, approximately every two weeks, during the academic year. The University Council will be the administrative group that discusses and assists me in formulating University policy and will be responsible for implementation of policy. I have invited the Chair of the Faculty Senate Council, Professor Gustav Schonfeld, to join University Council as an *ex officio* member, in order to provide regular contact with the faculty's elected representatives.

There are two other important appointments I wish to announce at this time. First, Mr. Lee G. Weeks has been named Vice Chancellor for Financial Operations. His responsibilities will continue to include his acting as chief financial officer and controller. Second, Mr. Benjamin S. Sandler becomes Treasurer of Washington University. Mr. Sandler will continue to report to Mr. Weeks in the financial operations area.

As you can deduce from the foregoing personnel and administrative changes, these have been not only a stimulating two months for me, but also two very busy months learning about people and their responsibilities. I am confident that the leadership team is one that will serve the University extremely well. Those taking on new roles and responsibilities have my thanks for the commitment they have made. Those who continue in their current roles have my appreciation for the work they have done and the commitment they, too, make to further the mission of education, research and service of Washington University.

I hope you will join me in supporting these distinguished individuals as they take up their new or continuing duties. Personally, I have felt warmly received here and will look forward to meeting more members of the Washington University community.

Sincerely yours,

A handwritten signature in cursive script that reads "Mark S. Wrighton".

Mark S. Wrighton