

**TO: Northwestern University Faculty Senate**  
**FROM: Non-tenure-eligible (NTE) Committee**  
**RE: Report on NTE Faculty at NU**  
**DATE: 3 June 2016 (updated 15 October 2016)**

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## **NTE Faculty at NU: An overview**

### **Executive summary**

There are more than 3100 full-time faculty spread across eleven schools and libraries within Northwestern University.<sup>1</sup> Job responsibilities and areas of focus are as varied as the University; however, research, teaching and/or clinical work are the primary faculty endeavors at NU. Of these 3100+ full-time faculty members, 43.3% are either tenured or on the tenure track; the rest (56.7%) are non-tenure-eligible (NTE) faculty. Amongst all 3100 full-time faculty members, 42.5% are NTE instructional or clinical faculty; 10.1% are NTE research faculty; 3.0% are NTE librarian faculty, and 1.2% are NTE visiting faculty.<sup>2</sup>

With an eye toward facilitating understanding of who NTE faculty are and what we do, the Northwestern University Faculty Senate's Non-tenure-eligible (NTE) Committee has put together a brief overview of full-time NTE faculty in ten schools, plus librarians. The School of Professional Studies has not been included, as its faculty model is significantly different from other schools.<sup>3</sup> The areas of focus are: the percentage of full-time, NTE faculty in each school by titles/ranks; job responsibilities and duties; and promotion and reappointment. For some schools, complete information is not available. For example, not all schools have clearly outlined criteria/procedures surrounding reappointment and promotion. The information below draws from online resources, as well as from deans and/or individual faculty members.

### **Recommendations and future directions**

The NTE Committee recommends that school administrators and individual NTE faculty members examine available policies, procedures and information about NTE faculty, and work together to ensure robust and transparent communication. Future directions for examination may include issues surrounding multi-year contracts, faculty governance, guarantees of academic freedom, faculty workload, development and resources. The role of part-time, non-tenure-eligible faculty may also be another point of future examination.

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### Notes:

- While there are part-time, non-tenure-eligible faculty members at Northwestern, current data are not available. Employment of part-time faculty varies widely both across and within schools.
- All data regarding percentages of non-tenure-eligible, full-time faculty come from November 2015 data provided to the NTE Committee by the former Assistant Provost for Faculty. In those data, the category of Associate Professor (non-tenure-eligible) was collapsed with Distinguished Senior Lecturer. We have maintained that collapsed category in the tables below.
- Percentages have been rounded to the nearest tenth.
- Ranks that represent fewer than three individual faculty members are designated with an asterisk, and these percentages have not been included in the breakdown by rank. However, those numbers of faculty have been included in the total of full-time, non-tenure-track faculty as a percentage of the school's overall full-time faculty.
- If there aren't any faculty in a particular rank, that title does not figure in the school's table.

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<sup>1</sup> Bienen School of Music, Feinberg School of Medicine, Kellogg School of Management, McCormick School of Engineering, Medill School of Journalism, NU-Q, Pritzker School of Law, School of Education and Social Policy, School of Communication, School of Professional Studies, and Weinberg College of Arts and Sciences.

<sup>2</sup> These percentages include Feinberg School of Medicine (FSM) faculty, which is comprised mostly of NTE faculty, as well as the School of Professional Studies (SPS) and a group of research appointments made outside the other schools. Extracting numbers from these three categories, the breakdown of full-time faculty in the other ten schools and libraries in NU is: 59.8% tenured/tenure track and 41.7% NTE faculty: 30.6% are NTE instructional/clinical faculty; 2.8% are NTE research faculty; 4.6% are NTE faculty librarians, and 2.3% are NTE visiting faculty members.

<sup>3</sup> The School of Professional Studies (SPS) relies heavily on additional teaching from faculty members fully employed in other schools throughout the University, as well as on adjunct teaching by professionals in the field.

## BIENEN SCHOOL OF MUSIC

### Titles, ranks

The Bienen School NTE faculty ranks include, Lecturer, Senior Lecturer, Clinical Associate Professor (discontinued) and Artist-in-Residence.

Title/Rank	NTE Percentage of total BSoM full-time faculty
Associate Professor / Distinguished Senior Lecturer*	--
Senior Lecturer	17.8%
Lecturer	12.5%
Artist-In-Residence*	--
Total full-time, non-tenure-track faculty	33.9%

\* Fewer than 3 faculty members in these ranks.

### Job responsibilities and duties

The non-tenure eligible (NTE) full-time faculty of the Henry and Leigh Bienen School of Music are somewhat unique at Northwestern due to the diversity of Music program requirements and types of instruction provided.

This results in faculty assignments that are difficult to generalize in a job description. This is partly due to the nature of Music program requirements, which involve a combination of academic and performance areas of study with some inherent differences in the modes of instruction. A standard component in performance applied Music areas, for instance, is the emphasis on one-to-one instruction or "private lessons." As a result, faculty appointments are discussed for the academic year with each faculty member and developed individually in consultation with program faculty to meet a wide range of programmatic and academic requirements across multiple areas of major study offered in a specific academic year. The NTE faculty of the Bienen School, whether full-time or part-time, play an integral role in providing the level of instruction required at a comprehensive music school, especially one within a major research university. A general way to classify our faculty assignments is to look within the structure of the two academic departments, which are as follows:

Department of Music Studies: Includes programs in Music Education, Musicology, Music Theory and Cognition and Composition and Music Technology. Faculty members in this department generally teach academic courses in a more traditional classroom setting, but it must be noted that in Music Composition, there is one-to-one instruction provided similar to performance areas. A full-time NTE faculty member in this department would normally be expected to teach 7 to 8 one credit courses, with special accommodations needed in Music Composition and for any administrative program duties assigned.

Department of Music Performance: Includes programs in Conducting and Ensembles, Jazz Studies, Piano, String Instruments, Voice and Opera and Winds and Percussion Instruments. Faculty members in this department provide a broad range of music instruction that may involve studio lessons and classes, chamber music and other ensemble coaching, conducting ensembles, performance-based classes and other supervisory duties, in addition to involvement in student auditions and juries. Studio faculty are focused on providing private lessons, but they may also teach other performance classes. Their full-time teaching load is determined based on scheduled student contact hours, which for the NTE faculty is between 20-22 hours per quarter. Conducting faculty assignments typically include directing ensemble classes and preparation for public performances and may also teach classroom courses in both Music Studies and Music Performance departments. As such, a full-time teaching assignment for NTE conductors is

based on 42 scheduled contact hours for the academic year. Full-time NTE faculty who serve as Vocal Coaches also have teaching assignments that are a combination of private coaching, performance classes and serving as pianists for performance-based classes and rehearsals. As such, their teaching assignments are also based on scheduled contact hours.

### Promotion and reappointment

There is no formalized pathway for promotion within these ranks, except from Lecturer to Senior Lecturer and this process follows guidelines provided by the Office of the Provost.

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## FEINBERG SCHOOL OF MEDICINE

### Titles, ranks

Title/Rank	NTE Percentage of total FSM full-time faculty
Professor ^	11.9%
Associate Professor ^	14.4%
Assistant Professor ^	24.4%
Research Professor	0.7%
Research Associate Professor	3.5%
Research Assistant Professor	13.2%
Librarian	1.1%
Lecturer	0.3%
Instructor	6.3%
<b>Total full-time, non-tenure-track faculty</b>	<b>75.8%</b>

^ Rows 1-3 encompass the Clinical Educator and Team Scientist tracks

### Job responsibilities and duties

The responsibilities and duties of NTE faculty in FSM are quite varied. Faculty on the Clinical Educator Track generally contribute a substantial portion of their time to clinical work, with the remainder of time dedicated to educational, administrative, service or research endeavors, which may be highly focused in one domain, or a combination of domains. Faculty on the Research Track (MD or PhD) spend most of their time in research activities and do not hold clinical or substantial teaching responsibilities in the laboratory. The Team Scientist Track is for nonclinical faculty who make substantial contributions to the research and/or academic missions of the school. Typically, they provide expertise to a program or group of research teams, but do not necessarily require or have independent grant funding. There is also an Investigator Track, in which faculty spend the majority of their time in extramural funded research with the intent to develop/continue independent research programs. Occasionally, appointments of recruited faculty at the level of Associate Professor are made without tenure in this track, but this is rare. There are still other NTE faculty who are considered Contributed Service Faculty members and are within the Clinical/Educator track. They receive most of their funding from outside NU and are typically private practice physicians, who contribute to the academic mission of the medical school. The medical school no longer grants new appointments to the Contributed Service Faculty track, and this has been replaced by the Health Systems Clinician appointment, which is rankless.

### Promotion and reappointment

FSM has a robust and clear system for promotion and tenure, which can be found online at <http://www.feinberg.northwestern.edu/fao/faculty/promo-tenure.html>.

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**KELLOGG SCHOOL OF MANAGEMENT**
**Titles, ranks**

Title/Rank	NTE Percentage of total KSM full-time faculty
Professor	11.6%
Associate Professor	4.5%
Assistant Professor	8.0%
Senior Lecturer	1.5%
Lecturer	1.5%
Research Assistant Professor	1.5%
Visiting Associate Professor*	--
Visiting Assistant Professor	2.5%
<b>Total full-time, non-tenure-track faculty</b>	<b>31.8%</b>

\* Fewer than 3 faculty members in this rank

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**LIBRARIAN FACULTY**

Members of the Librarian Faculty (librarians) make up 3% of all full-time faculty within Northwestern University. All librarian faculty appointments are non-tenure eligible. This category of appointment may be used in any of the University's schools and units for professional positions. The majority of NU librarians are employed in University Libraries, which functions like a school in this context. Currently there are also librarian faculty members in Feinberg, Pritzker, and NU-Q. Librarian Faculty is a hybrid category: some staff policies and some faculty policies apply. Librarian hiring, salary, and many personnel issues are overseen by the Office of the Provost. The Office of Human Resources (NUHR) assists with matters such as payroll, benefits, leave reporting and management, employee relations, and performance management.

**Titles, ranks**

Librarians hold a variety of job titles that correspond to their job assignments. They also have ranks, which are also determined by position. Ranks apply across all libraries in the university and its schools and may also be available, if appropriate, for use in departments or schools for librarian faculty positions not within an organized library. There are four ranks within which librarian faculty members are grouped: Librarian, Senior Librarian, Associate/Assistant Director, and Director. Regardless of rank, librarians are eligible to apply for emeritus status upon retirement. They are also eligible to hold named or endowed positions.

**Job responsibilities and duties**

Librarians contribute to the teaching and research missions of the university, assuming a wide variety of responsibilities requiring skills in a range of library and information science specialties. Librarians are typically expected to hold a relevant terminal degree (i.e. MLS or equivalent). Their duties are focused on specialized professional support for the teaching, learning, and research activities of the university. Librarians may teach courses as part of their primary appointments. They also may hold secondary academic appointments in their own or in other schools of the university.

**Promotion and reappointment**

Librarians are at-will exempt employees; they generally do not have employment contracts. Librarians in the University Libraries currently participate in the NU Performance Excellence

program. Librarians elsewhere in the university are evaluated according to criteria and procedures established by the schools in which they are assigned.

Librarian faculty rank is not a reflection of career longevity or scholarly accomplishment. Progress through the ranks is not expected or required for continued employment. Like job title, a librarian's rank may change through formal personnel processes of hiring for new positions, changes in organizational structure, and the assignment of new responsibilities.

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### **McCORMICK SCHOOL OF ENGINEERING**

#### **Titles, ranks**

Title/Rank	NTE Percentage of total MCC full-time faculty
Professor	2.1%
Associate Professor/ Distinguished Senior Lecturer	3.7%
Assistant Professor*	1.2%
Senior Lecturer	2.1%
Lecturer	6.6%
Research Professor	1.2%
Research Associate Professor	2.9%
Research Assistant Professor	3.3%
Visiting Associate Professor*	--
Visiting Assistant Professor*	--
<b>Total full-time, non-tenure-track faculty</b>	<b>24.0%</b>

\* Fewer than 3 faculty members in these ranks

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### **MEDILL SCHOOL OF JOURNALISM**

#### **Titles, ranks**

Title/Rank	NTE Percentage of total Medill full-time faculty
Clinical Professor	8.2%
Clinical Associate Professor/ Distinguished Senior Lecturer	16.4%
Clinical Assistant Professor	12.3%
Senior Lecturer*	--
Lecturer	24.7%
<b>Total full-time, non-tenure-eligible faculty</b>	<b>64.4%</b>

\* Fewer than 3 faculty members in this rank

#### **Job responsibilities and duties**

Clinical faculty: Clinical faculty are exceptionally qualified individuals who have demonstrated excellence in a profession or specialization prior to coming to Medill. They are responsible for teaching, professional/creative achievement and service to the School, the media and the publics that Medill serves.

**NU-Q****Titles, ranks**

There are fewer than 3 full-time faculty members in tenure line ranks. Lecturer, Senior Lecturer, Assistant, Associate and Professor are the ranks for NTE faculty. All titles are "in Residence."

Title/Rank	NTE Percentage of total NU-Q full-time faculty
Professor	9.7%
Associate Professor / Distinguished Senior Lecturer	16.1%
Assistant Professor	51.6%
Lecturer	12.9%
Librarians*	--
<b>Total full-time, non-tenure-eligible faculty</b>	<b>93.5%</b>

\* Fewer than 3 faculty members in this rank

**Job responsibilities and duties**

Teaching, research or creative activity, and service.

**Promotion and reappointment**

Reappointment consists of review by Dean of Academic Affairs, Program Director, the Dean and consultation with sister departments in Evanston. Required materials include: CTECs, teaching statement, description of program of research/creative activity, updated CV. Contract renewal negotiated with Qatar Foundation every few years. There is not an established pathway for promotion at NU-Q.

**PRITZER SCHOOL OF LAW****Titles, ranks**

Forty-six, full-time NTE faculty in the law school teach within two programs: Bluhm Legal Clinic and Communication and Legal Reasoning (CLR). In addition, approximately 20 other NTE faculty teach in the ranks of Lecturer, Senior Lecturer, or Professor of Practice.

Title/Rank	NTE Percentage of total Pritzker full-time faculty
Clinical Professor/ Professor of Practice	14.8%
Clinical Associate Professor of Law/ Distinguished Senior Lecturer	13.0%
Clinical Assistant Professor of Law	16.5%
Senior Lecturer	3.5%
Lecturer*	--
Instructor	2.6%
Librarians	7.0%
Visiting Professor*	--
Visiting Assistant Professor	2.6%
<b>Total full-time, non-tenure-eligible faculty<sup>4</sup></b>	<b>61.7%</b>

\* Fewer than 3 faculty members in these categories

<sup>4</sup> There are an estimated 150 attorneys who teach as adjuncts in Pritzker School of Law. These faculty members are attorneys who practice law at firms, in the government, and at organizations. They tend to teach single semester courses in their areas of expertise, e.g., taxation, business law, admiralty law, or in simulation-based programs including trial advocacy, negotiations, and mediation.

Within the Bluhm Legal Clinic, the titles are: Clinical Professor of Law, Clinical Associate Professor of Law, and Clinical Assistant Professor of Law. The Bluhm Legal Clinic houses 20 legal clinics and 14 centers including the Center on Wrongful Convictions, the Center on Negotiation and Mediation, and the Donald Pritzker Entrepreneurship Law Center. Clinical faculty members supervise students as they represent clients.

Within Communication and Legal Reasoning (CLR), the titles are: Clinical Professor of Law, Clinical Associate Professor of Law, and Clinical Assistant Professor of Law, or Clinical Instructor. These faculty members teach writing and analysis to J.D. students during the fall and spring semesters of their first year of law school, and teach writing and analysis to international LLM students during the fall semester. Faculty have taught other courses, including Contract Drafting and Advanced Legal Writing for Publication.

Faculty members with titles of Lecturer, Senior Lecturer, and Professor of Practice teach a variety of courses including tax, real estate, legal ethics, and other areas of law. The process by which a faculty member secures the title of Professor of Practice, Lecturer, or Senior Lecturer is not clear. Lecturers are appointed for one year. Senior Lecturers, appointed at the Dean's discretion, may be eligible for continuing appointments or other renewable long-term contracts approved by the Provost. Professors of Practice receive continuing appointments or long-term contracts approved by the Provost.

#### **Job responsibilities and duties**

Teaching assignments and course loads are within the Dean's discretion. All full-time faculty should be available to teach nine months of the calendar year. Enrollment in "general demand courses" is maximum 65, minimum 25; enrollment in research seminars is maximum 25, minimum 10; enrollment in colloquia is maximum 30, minimum 10; enrollment in practica is maximum 20, minimum 10; enrollment in clinical practice is maximum 16, minimum 8; enrollment in an International Team Project is maximum 25, minimum 15.

#### **Promotion and reappointment**

Bluhm Legal Clinic: In 2014, the faculty voted to give three year contracts to those in the ranks of Clinical Assistant Professor of Law and Clinical Associate Professor of Law. Those promoted to the rank of Clinical Professor of Law have five year contracts and may be granted tenure for "extraordinary performance." The Dean may seek a faculty member's appointment or promotion to ranks of Clinical Associate Professor and Clinical Professor. Those appointments or promotions require approval of the University Provost. The full voting faculty may recommend that the Dean initiate the appointment or promotion of a person to the rank of Clinical Professor of Law. The Dean then appoints a three-person committee to report on whether the candidate meets the standards for the appointment or promotion. If the committee's recommendation is favorable and the Dean agrees, then the full voting faculty takes an advisory vote on the matter.

Communication and Legal Reasoning: As of 2015, all CLR faculty members are on three year contracts, as specified in their reappointment letters. Those promoted to Clinical Associate Professor of Law now have three year presumptively renewable appointments. The Dean, with the advice of the Director of CLR, may recommend the appointment of a person to the position of Clinical Instructor or Assistant Clinical Professor. The Dean, with the advice of the Director of CLR and other faculty, may recommend to the Provost any person who has been an Assistant Clinical Professor or served in a similar position for three years, for the position of Associate Clinical Professor. The full voting faculty may recommend that the Dean may seek the appointment a person to the position of Clinical Professor. Typically, such a promotion will not

occur until the faculty member has served at least six years in the positions of Assistant and/or Associate Clinical Professor or a similar position. The Provost must approve any appointment of a person to the positions of Associate Clinical Professor of CLR and Clinical Professor of CLR.

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## SCHOOL OF COMMUNICATION

### Titles, ranks

Title/Rank	NTE Percentage of total SoC full-time faculty
Professor*	--
Associate Professor/ Distinguished Senior Lecturer	1.9%
Senior Lecturer	9.9%
Lecturer	29.1%
Research Professor*	--
Research Assistant Professor*	--
Visiting Assistant Professor	2.5%
Total full-time, non-tenure-track faculty	45.3%

\* Fewer than 3 faculty members in these ranks

### Job responsibilities and duties

Outstanding teaching and service; exert leadership through research of creative activities; split time between teaching and service.

### Promotion and reappointment

Evaluation of teaching and service; materials include: CTECS, Annual merit review evaluation.

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## SCHOOL OF EDUCATION AND SOCIAL POLICY (SESP)

### Titles, ranks

With only forty-one full-time faculty in SESP, the actual numbers of non-tenure-eligible faculty members are too small to break out in a table by ranks/titles. However, non-tenure-eligible faculty make up almost 20% of all full-time faculty in SESP.

Current titles held by full-time, non-tenure-eligible faculty in SESP are: Assistant Professor, Lecturer, Research Assistant Professor, and Visiting Associate Professor.

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## WEINBERG COLLEGE OF ARTS AND SCIENCES (WCAS)

### Titles, ranks

In September 2014 a new NTE ranking/title system took effect, collapsing the previous four ranks into three: Assistant Professor of Instruction, Associate Professor of Instruction, and Professor of Instruction.

Title/Rank	NTE Percentage of total WCAS full-time faculty
Professor of Instruction	2.6%
Associate Professor of Instruction/ Distinguished Senior Lecturer <sup>5</sup>	7.9%
Assistant Professor of Instruction	7.6%
Senior Lecturer	4.2%
Lecturer	6.1%
Artist in residence*	--
Research Professor*	0.4%
Research Associate Professor	1.1%
Research Assistant Professor	1.4%
Visiting Professor*	--
Visiting Assistant Professor	2.8%
<b>Total full-time, non-tenure-track faculty</b>	<b>34.7%</b>

\* Fewer than 3 faculty members in these ranks

### Job responsibilities and duties

A full-time teaching load for non-tenure-eligible faculty in WCAS is 6 courses per year, with NTEs in foreign language programs required to teach 9 courses per year; some faculty in The Writing Program teach what they consider to be 7-9 courses annually. Non-tenure-track faculty members may receive course releases for administrative work, such as Director of Undergraduate Studies, Assistant Chair, etc.

Teaching is the primary responsibility of most NTE faculty in WCAS, with College Advisers and some administrators focused on advising/administration, and a few research faculty focused on investigation. Although there do not appear to be any clear-cut expectations of service (e.g., committee work, administrative positions, etc.) or research/creative/pedagogical work for hiring/retention of primarily instructional NTE faculty, most NTE faculty in WCAS carry out at least some of those.

### Promotion and reappointment

Non-tenure-eligible faculty in WCAS typically hold multi-year contracts, although there are some exceptions. Contract length varies by rank. After an initial one-year contract, Assistant Professors of Instruction hold 3-year contracts; Associate Professors of Instruction, 4-year contracts, and Professors of Instruction, 5-year contracts.

### Promotion procedures

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<sup>5</sup> With the new title/rank system enacted in September 2014, NTE faculty were able to choose to retain their old titles, or use the new equivalent titles. Because some faculty chose to retain the old title, the equivalent ranks are combined in the available data for the middle rank: Associate Professor of Instruction and Distinguished Senior Lecturer.

Generally, NTE faculty are eligible to apply for promotion to the next level after 6 years in rank. At the departmental level, the procedure for promotion consists of a review of the candidate's materials, a vote and a letter of support. The department sends these materials to WCAS—typically in early February. The Teaching-Track Promotion and Reappointment Committee in (a standing/elected committee) considers the candidate materials, and then makes a recommendation to the Dean. If the Dean approves the recommendation for promotion, the candidate's materials are sent to the Provost, where the recommendation can be accepted or denied. If the Dean requires more information, then s/he gets in touch with the candidate's chair. If the Dean rejects a recommendation for promotion, "the promotion process ends in the College." A candidate who does not succeed at a promotion may continue to work in his/her current rank; there is not an "up or out" policy in place in WCAS. The College's timeline for promotion is outlined on the WCAS [website](#). While all programs/departments must follow WCAS deadlines and procedures, internal program/departmental timelines and procedures vary from one another.<sup>6</sup>

#### Promotion criteria and materials

Expectations and criteria for promotion as set forth by WCAS and a list of required materials for the promotion dossier can be found [online](#).<sup>7</sup> Criteria and expectations within departments vary widely and are not clearly outlined or published.

#### Reappointment procedures

For reappointment, in October WCAS notifies programs/departments which of their NTE faculty are up for reappointment and validates the continued need for their positions. In fall quarter, program/department chairs begin the evaluation process of each faculty member up for reappointment. In February, the candidate turns in an updated CV and the annual vita supplement to his/her department. From February through April, the department evaluates the candidate and then submits a recommendation to WCAS in May. The Teaching-Track and Reappointment Committee then examines the candidate's materials, the department's recommendations, CTECs, grade reports, etc., and makes a recommendation to the Dean. The Dean then communicates the final decision to the individual faculty member in June/July. The timeline and process for reappointment is outlined on the WCAS [website](#).<sup>8</sup>

#### Reappointment criteria and materials

Reappointment is contingent upon the continued need for the position. Other criteria are not published by either WCAS or individual departments. There is not a list of required materials available, but typically these include: a candidate's updated CV; an annual Vita Supplement self-assessment form; CTECs; a departmental recommendation.

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<sup>6</sup> <http://www.weinberg.northwestern.edu/faculty/documents/Timeline-%20Teaching-Track%20Promotions.pdf>

<sup>7</sup> <http://www.weinberg.northwestern.edu/faculty/documents/Teaching-Track%20Policies.pdf>

<sup>8</sup> <http://www.weinberg.northwestern.edu/faculty/documents/teaching-track%20reappointment%20process%20and%20timeline.pdf>

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**Northwestern University Faculty Senate  
Non-tenure-eligible Committee, 2015-16**

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