but department faulted Saloma research

Saloma and Fein represent the first cases of denial of tenure in the department and for good reason. It seems clear that the department is not in the habit of promoting professors to tenured positions, nor, as I have stated earlier, was this ever generally true. Since junior faculty must take the burden of teaching duties, especially of undergraduates, and since it is now apparent that "teaching ability" is a very ambiguous term, the junior faculty will find the department unwieldy for them since research (and publications thereof) is the major criterion of scholarship and status and, eventually, tenure in the profession.

Saloma is involved in research now which may produce publications of national significance. This factor was an "unknown" in the decision, and, I believe, worked against both of them. If the department has great difficulties securing men better than Saloma or Fein in their fields, it may think twice about receiving long-term junior men with the hope of later securing dependable (i.e., they won't leave) senior people. I believe that the department now reasonably anticipates 'losing' their senior members to other universities and corporations as they buy and trade up. Since MIT will probably end when a temporary, transitional appointment, executive committee since the first cases of denial of tenure in the department and for good reason. It seems clear that the department is not in the habit of promoting professors to tenured positions, nor, as I have stated earlier, was this ever generally true. Since junior faculty must take the burden of teaching duties, especially of undergraduates, and since it is now apparent that "teaching ability" is a very ambiguous term, the junior faculty will find the department unwieldy for them since research (and publications thereof) is the major criterion of scholarship and status and, eventually, tenure in the profession. There are some important questions as to what has prompted these developments, whether the universities, and what trends might counter them. Some conclusions and thoughts on these are contained in the last article in this series.

Correction

In the first article of this series, the following should have been appended to the third-to-last paragraph: "On the basis of whether or not they (i.e., the executive committee members) believe him to be the best person in the country they could get for this position, he accepted or denied tenure; the major determination of this decision, I believe, is the prestige and impact of the man's research (and publications) compared to others in that field; note that the narrower his field, the less competition for him."

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