

Washington University in St. Louis
Minutes of the Spring Meeting of the Faculty Senate
May 13, 2014

1. Call to Order and Introductions

Chancellor Wrighton called the meeting to order at 4:02pm.

2. Approval of the minutes of the Faculty Senate meeting, December 16, 2013

The minutes were approved.

3. Chancellor's Report—Mark S. Wrighton

The recent incident with the live bear was born of good intentions. Small animals have been used at WU and elsewhere to relieve student stress during finals. The bear cub bit several students, causing some fear of rabies because some thought the bear might have been wild. Students who had been bitten were informed of this; some were treated. In the end the bear turned out to be domesticated, so there was actually no need for rabies testing. The bear is now at the St. Louis Zoo. This generated unwelcome publicity for WU. Other stress relievers will be explored.

In April there were student protests against WU's association with Peabody Energy, whose Chairman and CEO, Gregory Boyce, is on the WU Board of Trustees. Students protested beginning April 8, very respectfully, initially in the Brookings arch. They had three demands: 1. Remove Gregory Boyce from the Board. 2. The Chancellor should visit an extraction facility to see how this works. 3. Students wanted a role in the approval of members of the Board of Trustees. As background, in December 2008 Peabody Energy, Arch Coal and WU entered into an agreement to form the Advanced Coal & Energy Research Facility, whose purpose was research on cleaner combustion methods and fuels, including biofuels and "clean coal." A research agenda was set out, extending to partner institutions in the McDonnell International Academy, especially institutions in countries such as India and China that use a lot of coal. Biomass was identified as a potentially viable alternative. But a lingering problem was dealing with the carbon dioxide byproduct. One possibility: Oxycoal combustion—combustion that takes place in a pure oxygen environment, which makes it easier to capture CO₂. WU operates a combustion research facility to explore options such as this.

It was decided that WU could not meet the students' demands. The conclusion, communicated April 24, in whose formulation Provost Thorp also participated, was to offer to:

1. Convene a symposium on corporate social responsibility, jointly organized with students.
2. Student representatives to the Board of Trustees should be the conduit for student views in this area. These will now be 2 undergraduates and 2 graduate students. They would report student views at every Board meeting (4x/year).

3. The Student Union could pass resolutions that could be transmitted to the Board. The Union has already passed a resolution asking WU to divest fossil fuel investments (coal, natural gas, oil).

On May 2 about 100 students protested at the Knight Center during the Board meeting. About 75 students attempted to enter the building. 7 students were arrested. The Board meeting was not disrupted. The students then disbanded. That afternoon, the dedication of Knight Hall and Bauer Hall was not disrupted. There will probably be no material consequences for the students except an arrest record.

Thanks to Provost Thorp, this has been a good faculty recruiting season. Nancy Staudt will be the new Dean of the School of Law, beginning May 15.

Undergraduate student recruiting has been better than expected. About 1750 will enroll in the fall (the target had been 1660). An important consequence is that Rubelmann Hall will not be demolished yet in order to house all the new students.

Leading Together: the faculty and staff campaign, called Our Washington, is underway. There have been some impressive gifts, especially in the Planned Gift category. Bequest commitments are counted at face value. The overall total as of May 2 was \$1.536 billion. Facilities recently completed and underway: Knight Hall and Bauer Hall; Social Work, under construction; the new research building at the School of Medicine, also under construction. These are visible changes, but financial aid and endowed professor goals form a larger part of the campaign's goals. WU is making commitments for about 80 new endowed professorships at the \$2m or \$3m level = over \$200 million in all. This is about double the goal for facilities. It is expected that the overall \$2.2 billion goal will be exceeded by the end of campaign on June 30, 2018.

Question Diana Gray, School of Medicine: Did Peabody Energy comment on the protests and the demands from students? Answer: Briefly, the company is pleased to be a partner of WU to address the challenge of combusting coal. By the way, the former CEO of Arch Coal is, not coincidentally, also on the Board of Trustees. Donations to WU from these 2 companies have totaled \$12 million over 5 years, a very small percentage of the overall budget for research.

Q Doug Char, SoM: How will the current Pell Grant situation at WU be enhanced by scholarship fundraising? A: Funds are up, but Pell recipients will still be around 7% of students, still at or near the bottom of the list of comparable institutions. There is a need for more work in this area.

4. Online Education Post-Semester Online—Holden Thorp

WU has had 2 projects with 2U: LLM degree in School of Law—this is modestly successful. Semester Online consortium: Although it failed, it was an important undertaking—it was the first use of 2U’s technology for undergraduate education. In a head to head comparison, classroom courses and online courses showed very similar outcomes, which portends well for the eventual success of online education at some level. But not enough students signed up for the online classes offered in the consortium. Perhaps the name Semester Online was misleading—the point wasn’t to supplant face-to-face instruction, but to supplement it—because in fact you couldn’t do a semester online. Among the 10 schools, there were too many different sets of regulations. For this and other reasons, WU A&S faculty voted against continuing Semester Online. The next day the consortium folded. One problem: because of low enrollment, 2U wasn’t going to fund the creation of any more new courses. This outcome was a disappointment for WU because there had been not enough time to find different methods of recruiting and publicizing. Now is a time to stop and learn, to ponder next steps. HT’s recommendation: don’t join a consortium—this model is too unwieldy. But WU should go in on its own because the potential is clear. WU could offer its own online classes for any of several reasons. One challenge that could be addressed: the difficulty for science students of undertaking study abroad during the academic year. To address this, some core science courses could be offered online to be taken from an abroad site. It might make possible a situation in which a student is elsewhere but not at a university—an internship or a project in a remote site. WU is the only AAU school (of 62) doing MOOCs (Massive Open Online Courses) with Coursera or EdX. HT taught a course with Coursera. He had developed “What’s Your Big Idea?” at UNC with a collaborator. What did HT learn from the experience? Expected: almost everyone who takes a MOOC already has a college degree. So the original fear that such courses would “replace” a residential college education was unfounded. 39,000 people signed up. 1669 students completed all the assignments. This is not an unusual percentage.

HT showed a video produced at UNC in which students professed to be happy with the online course offerings. HT advocates using MOOCs to get WU’s content out to the world. This would give the university invaluable exposure, and it would be fairly cost-effective.

An unexpected outcome of the consortium: the interaction within the social network was very complex. Feedback from around the world was much more extensive than would be possible within the campus setting. Advantage of a MOOC: no credit assessment, no money changes hands. HT believes that this is a way to get WU’s content and the quality of its faculty out to as wide an audience as possible.

Q Nancy Berg, Jewish, Islamic and Near Eastern Languages and Cultures: How do we distinguish other reasons for the failure of Semester Online? A: The faculty vote was not owing

to low enrollment, but WU was not getting added value—the courses tended to be standard or already offered at WU. A semantic concept may be at play here, revolving around content. Professors may see their courses as a process rather than as content.

Q Susie Racette, Physical Therapy: the sense of engagement was surprisingly good. She is now much more interested in what other ways of teaching could be explored through online courses. It seems to be a wonderful way to deliver both content and process. A Thorp: WU faculty generally enjoyed the experience as well.

Q Diana Gray: Are you proposing we do MOOCs? A: No, but we should resume the conversation.

Comment Ron Cytron, Computer Science: There is interesting potential for alumni/ae to take a class with a favorite professor.

Comment Rafia Zafar, English: Re: *Chronicle* article by William Pannacker—Hope College in Michigan is doing its own online courses for credit to help students to graduate in 4 years. This might be a way of offering more required courses in a timely manner than is sometimes possible, to serve our own students.

Comment Nancy Berg: what might be needed is a clear explanation of what kinds of courses were possible and what their goals are so students can make informed choices.

5. Faculty Senate Council Chair's Report—William Clark

Thank you Chancellor Wrighton. **(slide: FSC webpage with photo)**. Today I am pleased to provide a report on behalf of the Faculty Senate Council. As most of you know, the Senate Council is the elected body representing the more than 2500 members of the Senate, and is composed of 15 members: 9 elected as divisional representatives from the 7 schools, 5 at-large members, and a Secretary.

The Faculty Senate Council has met three times so far this semester, in January, February, April, and our final meeting before the start of the fall semester will be on June 3. At the June meeting we will welcome our newly-elected members: divisional representatives Rebecca Hollander-Blumoff, Professor of Law; Timothy McBride, Professor, Brown School of Social Work; and Scott Saunders, Associate Professor of Pediatrics School of Medicine (re-elected), and two University at-large members: Debbie Novack, Associate Professor of Medicine, and Dolores Pesce, the Avis Blewer Professor of Music. I encourage you to visit our webpage for additional information about the Council and its members.

The work of the Senate Council is built around themes that have continued over the FSC for the last few years, and includes regular reports and reviews, action on specific agenda items,

and discussion of emerging issues brought to it from the faculty through the divisional and at-large representatives. Today I'm summarizing our progress since my last report in December, 2013.

Our activities can be separated into five general areas:

- Reports, review of policies, discussion of proposals, annual review of officers of the academic administration, and other activities on an ad hoc basis.
- In addition, the 5 at-large members constitute the "Advisory Committee on Tenure and Academic Freedom". It is the responsibility the Senate Council Chair to empower this committee to receive and act upon complaints from within the University community that a member of the faculty may have violated the responsibilities of the provisions of the Policy on Academic Freedom, Responsibility, and Tenure. One complaint was received this year; I worked with the appropriate Dean from the School involved and the Office of General Counsel, and charged the committee to review the complaint and report back to the Senate Council. The committee, chaired by Professor Boyer, conducted a thorough review and reported that although complaint had some validity, it did not rise to the level of a violation of any of the responsibilities charged to the faculty in the document. Reading this sentence makes it sound easy- but it wasn't- it was far more complicated than I anticipated. I appreciate the hard work of the committee, and their efforts to reach a fair and equitable conclusion.

Reports presented to the Senate Council:

- Ombuds Office
We heard from Professor Linda Nicholson who has taken on the duties of the Ombuds office this year. The Office of the Ombuds provides assistance in resolving problems and conflicts. It is an independent, impartial, informal and confidential resource for all faculty members on the Danforth Campus with appointments and is required to report to the Senate Council annually. Because the report is confidential, I can only summarize the activity generally: there were a few visits, less than last year, but some.
In my personal view, this is an excellent result. There was enough business to justify the existence of the office, but not so much that would lead one to infer there were serious problems. I like this office because whenever my phone rings with a faculty complaint, I can simply direct them to the Ombuds office, and I've faithfully discharged my duties!
- The Mosaic Project
We received an update from Adrienne Davis, Sharon Stahl, Rob Wild, and Jessica Wilen about the University's new "Mosaic Project". This project represents an aggressive and multi-faceted effort to strengthen diversity, foster inclusion, and promote social justice in all aspects of the student experience for undergraduates on the Danforth Campus. The efforts of

the project are carried out by eight working groups, each charged with a different area (e.g. social media; diversity in student organizations, etc). An important new component is the “Bias Response Support System,” which is a committee that includes students and faculty and staff involved with undergraduate students that provides a centralized, streamlined process of reporting incidents of hate, bias, or discrimination involving students.

This is a new effort, and appears to be well poised to reduce unfortunate incidents through education, and address effectively those that might occur. Similar efforts are ongoing in the School of Medicine led by Alison Whelan, Senior Associate Dean for Education.

- Additional reports were received describing our upcoming accreditation, changes in health insurance imposed by the affordable health care act, the conclusion of the Semester Online experiment and decision not to go forward with the project, and a report describing changes to the judicial code.

POLICIES:

- Change to the Tenure document regarding the deletion of the word “Research” in the title for faculty in the School of Medicine appointed to the research track.

APPOINTMENTS OF NEW OFFICERS/DEANS

- Appointments of new officers/deans and re-appointments were all communicated effectively—there were lots of them.
- Next up: review of the methods used in the 2012 Gender Pay Equity report; setting up for a followup report in 2016
 - Some concerns were brought forward by FSC members and AWF; AWF -- am addressing them individually.

6. Necrology Report—John Klein

The Secretary read the Necrology for the preceding year.

7. Other Business

There was no other business.

8. Adjournment

The meeting was adjourned at 5:23 pm.

Respectfully submitted

John Klein, Secretary