

Washington University in St. Louis

Faculty Senate

December 15, 2011

1. Call to order and introductions - *Mark S. Wrighton, Chancellor*

The meeting was called to order by Chancellor Wrighton at 4:02 p.m.

2. The minutes of the Faculty Senate meeting of May 9, 2011 were approved.
3. Chancellor's Report - *Mark S. Wrighton*

Jim McCleod

The Chancellor noted the passing at the beginning of the semester of Jim McCleod, and acknowledged how difficult the passing of loved ones can be during the holiday season. He has been in touch with Clara McCleod, and she is holding up rather well at this difficult time. The University leadership team has done very well at taking over the many responsibilities Jim managed, some that were discovered only after his passing. By working with Ed Macias and Gary Wihl we now have a process to find a successor for the Dean of the College of Arts and Sciences and we expect that process to unfold and conclude in the spring. Responsibilities Jim carried in student affairs, student life, and residential life are all areas that are being handled by key leaders like Joe Carnegie and Justin Carroll. Admissions are being handled by John Berg and in the career center Mark Smith have done excellent jobs, and Ed Macias is coordinating the transition. In the meantime we are all grateful for the things that Jim did for the university. He was a unique person, an overused word, but no other is best. We hope to build on the culture he built, and we don't want to lose it.

Admissions and Scholarship Initiatives

We have had a great applicant pool for early decision for the incoming fall class. The news is out about who have been admitted and those who have not received good news. John Berg has worked very hard and academically the group is at least as talented as last year. This year we will recruit about 1/3 of the class in early December, with a target enrollment of about 1500-1525 after the final application deadline that is about a month away. Our goal is to build on last year's strength; to date we're a little behind last year's record 29,000 applications, but we will have an ample number of students from which to choose.

Our objectives for the group are as they have been: quality, diversity, and affordability. Affordability for students, and quality and diversity for the university. To date, we have received \$128 million toward our \$150 million goal for financial aid support. The campaign was launched a little more than two years ago, so we're a little ahead of the pace needed to exceed the goal. But we could use something on the order of a billion dollars, and even then there might be some unmet financial needs. Our goal is to provide support for all degree programs in all schools. There has been attention recently on the cost of higher education and the level of debt that is associated with it. It should be noted that

undergraduate students are leaving the university with slightly lower debt than 5 years ago, and for those who have debt, it's under \$20,000. Graduate and professional students have school-by-school issues. Overall we're doing pretty well, but where we struggle is in achieving the socioeconomic diversity we seek.

As reported in the past, even in these difficult economic times we've had good philanthropic support. In fact in the most recent year that ended June 30, we concluded another record year, just a few million dollars ahead of the year that preceded it, also a record. This year we hope December, with the year-end tax deductions, will be a big month. We're doing well, but we still need to work very hard to achieve the aspirations we have.

### Construction

One nice event this fall was the dedication of Preston Green Hall for Engineering and Applied Science. The ceremony brought a number of important people to the university, including the president of the National Academy of Engineering, Charles Vest, National Science Foundation Director Subra Suresh, DSc; Dennis Muilenburg, president and chief executive officer of Boeing Defense, Space & Security and a member of WUSTL's Board of Trustees.

For the first time in my chancellorship not a single new building is under construction. But we are renovating Umrath Hall, and we have plans for expansion of John M. Olin School of Business. When Seigle Hall was completed we had visions of eliminating Eliot, and that day has come. We have withdrawn life support to the building and are no longer supporting it. In the aftermath we will have two buildings- Bauer Hall, supported by benefactors George and Carol Bauer. Mr. Bauer is from Missouri and has already endowed a professorship in the business school. The other benefactor is Charles F. Knight and Joanne Knight, who have made a \$15 million contribution to name a second building Knight Hall. Included will be a major new auditorium space accessible from the north side. Construction will begin over the holidays to remove a portion of the parking just north of the new complex to make it a more visible entrance to the campus.

We have the expectation that the demolition of Eliot Hall will commence just after the current residents leave. Most are going into Umrath Hall, including the faculty and staff of the John C. Danforth Center on Religion and Politics. The new Umrath Hall will be very attractive, a task that required the old building to be completely gutted down to the walls before reconfiguration.

### Development of New Degree Programs

We are proud of new degree programs that have been recently developed at Washington University, especially in public health and landscape architecture. We had a site accreditation visit this fall for the public health degree through the Brown School and received positive remarks. To date we have not been informed about the accreditation decision but we think it's a go. Through leadership of Tim McBride and others in the Brown School virtually every criterion was met.

Questions? None

#### 4. Faculty Senate Council Chair's Report - *Heather Corcoran, Chair, Faculty Senate Council*

The Faculty Senate Council has met three times so far this semester, September 15, October 27, and November 15<sup>th</sup>. We have a great group and have made a lot of progress.

##### Diversity Initiatives

We are building on themes that have emerged for the FSC over the last few years, this fall we heard updates about diversity initiatives. Adrienne Davis, Vice Provost, and Diana Gray, Associate Dean for Faculty Affairs in the School of Medicine, presented to us. Much of Professor Davis' focus has been on campus diversity, particularly in the recruitment of under-represented minorities in faculty positions. She highlighted recent hires of seven URM faculty, and four women in underrepresented fields (engineering, biology, and philosophy). She also discussed four women appointed to leadership roles: Renee Cunningham-Williams, Associate Dean for Doctoral Programs; Amanda Moore McBride, Associate Dean for Social Work; Marie Griffith, Director, John C. Danforth Center on Religion & Politics; and Rafia Zafar, Associate Dean for Diversity & Inclusion. Adrienne's work is ongoing, and she discussed new initiatives in recruitment, retention, pipeline development, the use of distinguished visiting scholars, diversity grants, mentoring and leadership programs, work and family resources, and a postdoctoral fellows program.

Diana Gray summarized the faculty diversity initiatives in the School of Medicine, and provided some data which reflected positive progress. For example, an effort to increase the number of women endowed professorships has resulted in an increase from three to fourteen in recent years. Other recent priorities have included a spotlight program on women in medicine and science, annual women in medicine symposia, the recruitment of URM faculty, and efforts to expand child care.

We also heard a report about the work of the new international steering committee from Jim Wertsch and colleagues on the committee. The committee is examining how to make WU a stronger institution internationally and at the same time how global efforts can strengthen WU in St. Louis. The McDonnell International Scholars Academy is at the heart of it, a partnership model that is unique to our institution. But the committee is also concerned about issues such as student experiences abroad, whether through McDonnell or not. We send about 500 students abroad every year. Teresa Serai, a member of the committee, reported on efforts to coordinate more among schools. They are not interested in centralizing all aspects, but instead to identify areas for collaboration while maintaining individual partnerships.

There was a discussion about the need for better infrastructure connecting WU faculty and students with specific global interests, even just in St. Louis. This is a complex information problem, but the group is working on an electronic interface, which is being led by Henry Biggs.

##### Student and Faculty Perceptions about the University: Survey Results

This fall the results of two new surveys were released that gave us a better picture of student and faculty perceptions about their experiences at the university. For students, this was the Perceptions of Undergraduate Life & Student Experience (PULSE) survey, which was presented by Lynn McCloskey and Tao Zhang in the Provost's office. Over 2,500 WU undergraduates (42%) completed the survey. In the past, results from this survey led Arts & Sciences to review its advising system; the change to a four-year advisor was dramatic and this was reflected in the subsequent survey.

Generally, the results from this survey are quite positive; 94% of students describe their experience at WU as good or excellent. In most areas, we are competitive with or ranked above a set of competitive schools that pool their results. A couple of areas where we seem to have a gap with that competitive set include preparing a thesis/major report, in which 45% of WU students participate, while 59% is the average at the set of schools, and service learning coursework where 18% of our seniors report having participated versus 29% of students at the pool of competitive schools.

The results of a recent faculty survey were also presented to the FSC. The survey response rate was very good overall at 64%. A previous survey was completed in 2006, and 80% of the questions on the 2011 survey were the same. The survey results were also compared to those obtained from 9 peer universities. Lynn McCloskey summarized the overall satisfaction data by comparing results from three WU groups: (Danforth-tenure/tenure track; Medicine-tenure/tenure track; Medicine-clinical) in three categories: (WU 2011; WU 2006; Peer institutions). On a scale of 1-5, all three groups scored above 4.0, were higher than all WU groups surveyed in 2006, and as high as or higher than the peer groups. While much of the data reflects a general positive response to WU's work climate, a breakdown of contributing elements can be seen in the report. Interestingly, on the Danforth campus, time for scholarly work was ranked lowest of all attributes of work life. It's not clear why this is the case; one theory was that courseloads were up, but it turns out that they are down from 2006 (2.01-1.78). This data will be analyzed further for indicators about how various groups may experience their work life in different ways. The report is available on the Provost's website.

#### Ombuds Office

The first annual report of the newly-established Office of the Ombuds was presented by Susan Appleton and Jim Davis. The office deals with informal resolution of campus related conflicts. It prioritizes confidentiality, independence, neutrality and informality. Over 20 people visited the office in the past year with a range of concerns. Susan Appleton and Jim Davis will continue for another year and provide more substantial data next year.

#### Search for Dean of Libraries

As you know, the Library is searching for a new leader. The FSC heard an excellent presentation from university consultant David Attis who just completed a one-year study of the future of libraries. Shirley Baker will retire at the end of the school year; the FSC hopes to have a role next fall in making her replacement's transition to campus a positive and well informed one.

#### Today's meeting

There are three items that will be taken up in this meeting that the FSC has discussed already. The first is a change to our own by-laws, adding an executive session if ever needed. Bill Clark, Secretary of the Faculty Senate Council, will take us through that for a vote. The others are changes to the non-discrimination and sexual harassment policies, to keep us in compliance with federal government regulations. Ann Prenatt, Vice Chancellor for Human Resources, will take us through those. As we look ahead to next semester, the FSC will consider the state of funded research in the current economic climate and the next gender pay equity study for the Danforth campus.

Lastly, the loss of Jim McLeod has caused much sadness this semester, as well as happy recognition of his many contributions to the university. This is the first Faculty Senate meeting since his passing, and I just wanted to end by acknowledging him to this group.

### Questions/comments?

Chancellor Wrighton: Heather served on the search committee that led to Jill Friedman's appointment, a process coordinated by Ed Macias. Jill comes from a different background, 10 years with Fleishman-Hillard and with Governor Carnahan on his staff in fact when he passed away in the airplane crash several years ago.

#### 5. University Discrimination Policy: Review of Changes - *Ann Prenatt, Vice Chancellor for Human Resources*

Heather asked me to talk about changes to our policy statements on non-discrimination and sexual harassment. In the late 1980s an issue arose about a scholarship (ROTC) that was rescinded for one of our students. Our Committee reviewed the relationship of the University with the ROTC and recommended a statement be added saying that Department of Defense policy discriminating on individuals based on sexual orientation was inconsistent with our policy. In September, with the repeal of the military "don't ask, don't tell" policy, that reference is no longer necessary or accurate. We retained the language about non-harassment, and the change is percolating through all our publications and statements.

#### 6. Revisions to the Sexual Harassment Policy - *Ann Prenatt*

The policy on sexual harassment is driven by changes in the Title IX policies by the U.S. Office of Education Office of Civil Rights, and is applicable to other agencies, such as NIH, DOD, NASA, etc. Penalties for violating the policy can include removal of funding, which provides important leverage. In April 2011 the OCR issued a "Dear Colleague" letter that provided clarification of the policy. It was 19 pages and focused on sexual harassment. The policy included a new definition of sexual violence and provided examples. In the new letter, sexual violence was defined as physical sexual acts perpetrated against a person's will or where a person is incapable of giving consent due to the victim's use of drugs or alcohol or due to an intellectual or other disability. The policies are summarized in a powerpoint presentation that is attached to and made a part of today's minutes. During her presentation, Ann Prenatt emphasized the key points were understanding the definition of "notice", understanding who is a "responsible employee", what steps are required to fulfill the duty to "report", and what steps the University must take to end harassment, eliminate a hostile environment if one has been created, and to prevent harassment from occurring again.

Question: Can you comment on responsibilities of physician faculty who see victims as patients and who can decline to report to the police? Ann Prenatt said she would review the issue and report back.

Question: Is there a process of appeal? Yes, the appeal policy is covered under our judicial code.

Question: The events at Penn State suggest there is not just a responsibility to report, but to follow up and to make sure that whoever they report to are taking the appropriate action. How does this policy cover the

additional responsibilities that may be attached to an observation of a violation of the policy and the report?

Mark Wrighton responded: That's a very good question and obviously a high profile issue. The issue at Penn State has raised the consciousness of everybody to the prospects for very difficult and bad things happening at university campuses. We're not unique among universities for having unique reputational risks, but it should be known that the policy here and the procedure is that if there's an allegation of a crime, and child abuse is a felony, our police report that to the St. Louis authorities, and there is an investigation. It doesn't mean there's going to be an indictment, but anything that rises to the level of an alleged felony is reported beyond the institution. From time to time we have incidents that occur, many that are associated unfortunately with alcohol abuse, and these are not generally reported. But if alcohol abuse leads to sexual violence, it will be reported. Police chief Don Strom affirmed that he operates independently and has the authority to report to authorities unimpeded by university leadership or administration. This is true even should an allegation be made against a high profile faculty leader.

Question: Do you have a sense that we are underreporting at this institution?

Ann Prenatt: That's a loaded question—how would we know? I think often there are situations where people try to manage them alone. It's when those efforts fail that we hear from them. A difficult situation is when someone really needs help, but refuses to tell us enough information for us to take action, there's little we can do.

Bill Clark- During the discussion at the Faculty Senate Council, we noted that it's important to separate the issues covered by this policy with a number of other policies that cover us as faculty, such as child abuse and neglect, mandated reporting for some of us, etc. But the only policies the Senate Council voted on were these two.

Mark Wrighton- We have a very elaborate compliance program, making sure we are in compliance not only with all applicable laws, but also regulatory compliance. Gail Peters is responsible for this area and she has a team of people who work with her. We believe we're in relatively good shape. We may need to beef up our assessment of reputational risk, but we work hard to be sure we're in compliance. The audit committee of the board about 8 years ago really ramped up our efforts to assure compliance. But is there something lurking out there? I don't know. That's why I get up every morning at 5 a.m. and look at the news to be sure we're not in it. The good news is that sometimes I hear people like Graham Colditz being interviewed for the excellent work he's doing.

#### 7. Revision of the Faculty Senate By-Laws: Discussion and Review of Procedures - *William W. Clark, Secretary, Faculty Senate and Senate Council*

The main governing body involving the faculty of the University is the Faculty Senate and its board of elected representatives, the Faculty Senate Council. The Faculty Senate and Senate Council are governed by a Constitution and By-Laws that can be found on the Faculty Senate Council website. From time to time the Constitution and/or the By-Laws are revised; the last major revision was completed in 2005 by a committee chaired by Professor Martin Israel, who is here today, whose membership included Professor Jody O'Sullivan, who is also here.

As part of a review of the Constitution and By-Laws completed by the office of the Secretary and approved by the Faculty Senate Council this year, I am presenting today four recommendations for revisions to the wording of the By-Laws. Three of the recommendations are relatively minor, and the fourth includes a provision to allow the Faculty Senate Council be called into Executive Session as the last agenda item at any meeting. The recommendations are included with the minutes as an attachment labeled "Proposed Changes to the By-Laws of the Faculty Senate."

Edit #1, to Article One: Membership of the Senate, changes the name of the School of Art and Architecture to its current name, School of Design and Visual Arts.

Edit #2, to Article Three, section 3 (a) and (b): Organization and Election of the Senate Council: deletes the wording referring to the initial appointment of the member from the Sam Fox School of Design upon expiration of the term of the member from the School of Architecture.

Edit #3, to Article Three, section 8 (a) and (b): Organization and Election of the Senate Council: deletes the wording establishing the initial schedule that staggered the three-year appointments across schools for the members elected to at-large seats, and simplified the statement that preserves the original staggered schedule, and requires all seats to be filled for a three-year period.

Edit #4, Article Five, proposed section 6: Adds a section that allows the Faculty Senate Council to go into Executive Session. The purpose of this provision is to allow the Faculty Senate Council to maintain its goals of transparency in its deliberations but to preserve the confidentiality of some discussions should that be in the best interests of the Faculty. It's a bit more complicated than when it started, because the Senate Council wanted to insure procedures that would allow calling executive session even in cases where the chair might be involved or may not wish to call an executive session.

The proposed changes were discussed and approved by the Faculty Senate Council, approved by the Office of General Counsel, and are presented today to the Faculty Senate. A motion to approve the proposed changes was received and seconded. Discussion was invited by Secretary Clark.

Discussion: Professor O'Sullivan commented that removing the specific years of initial appointments in the extant By-Laws may not preserve the originally-intended staggering of appointments for the at-large members. For example, if someone does not complete a term and a replacement is elected for a three-year term, then the staggering schedule will be disrupted. Secretary Clark replied that he thought another section of the By-Laws specified that Council members elected to replace someone who did not complete his or her term would only be elected for the period of the unexpired term. However, because a copy of the By-Laws was not available for review, Secretary Clark recommended he revisit the issue with Professors O'Sullivan and Israel and recommend appropriate wording changes to clarify the intent.

NOTE ADDED IN EDITING: Following the meeting, Heather Corcoran, Jody O'Sullivan, Martin Israel, and Bill Clark reviewed the By-Laws. Language specifying that positions filled for those not completing their original three-year term be filled only for the duration of the unexpired term was included in the description of elections for representatives from the schools, but it was not included specifically in Article Three, section 6, which dealt with at-large members. It was agreed that a minor change in the wording of section 6 would clarify the intent: "... to secure nominations for, and the election of, a member or members to fill THE UNEXPIRED TERM in the same manner as for the regular election ..." I.e., delete

the words "such vacancy or vacancies" and insert the words "the unexpired term". This minor change was approved by the Faculty Senate Council.

#### 8. Other Business

Chancellor Wrighton announced that Jill Friedman will be assuming her duties on January 3, 2012. She will promote all the wonderful things we do at the University, and when difficult things come up she'll help us with those, as well. While we don't have highly touted athletes, like some of the division I schools, we're ranked number 1 in the country among division III schools. There's a complex scheme for scoring us; we've done very well, and we hope to retain our number 1 ranking. So when people ask you how you are ranked, we can answer "number 1".

Chancellor Wrighton ended by wishing everyone a great holiday and a healthy and prosperous new year.

The meeting was adjourned at 5:06 p.m.

Respectfully submitted,

William W. Clark  
Secretary