

Washington University in St. Louis

Faculty Senate

December 9, 2010

1. Call to Order and Introductions

Mark S. Wrighton, *Chancellor*

The meeting was called to order at 4:05 p.m.

2. The minutes of the Faculty Senate meeting of May 3, 2010 were approved.

3. Chancellor's Report

Mark S. Wrighton

Chancellor Wrighton provided a brief summary of activities since the last meeting on May 3. We're nearing the end of a complete semester since our last meeting, and the fall has unfolded nicely. Coming up on finals, we have had a good reception for a large group of excellent undergraduate students who joined us this year. Thanks to Cheryl Adelstein, Hank Webber, and Pam Lokken for making sure Clayton would allow us to increase our residence hall occupancy from 3000 to 3300 students. This was good, because we enrolled 1634 freshmen students vs. the 1500 we expected and freshmen are required to live in the dorms. We're already in full swing in recruiting for the fall, 2011 class. John Berg chairs the committee and we have a great group of applicants for our early decision pool. Two challenges face us this year regarding this year's pool: larger numbers of applicants and many with increased need. We're projecting an 18 percent increase in applications over the previous year. The numbers are still a bit soft, because it's not easy to predict how many are going to accept, but we're planning a class closer to 1500.

Another high point for the fall semester was the opening of Brauer Hall and the international symposium on global energy future held early in October. Representatives from 25 partner universities throughout the world participated along with industry, civic, and government leaders. On the medical school campus we dedicated the new BJC Institute of Health plus the Hope Plaza designed by Maya Lin and commissioned in the memory of Ellen Clark. It's a lovely place surrounded by an impressive research building.

The Faculty Senate Council sponsored the Washington University Faculty Achievement Awards, which were presented at a ceremony on December 4, 2010, and were followed by the Chancellor's Gala. This year's winners were Gary J. Miller, professor of political science in Arts & Sciences who won the Arthur Holly Compton Award, and John Morris, professor of neurology in the School of Medicine who received the Carl and Gerty Cori Award. Also Jack Ladenson received the Inaugural Chancellor's Award for Entrepreneurship. Jack has developed and patented important technology that has benefitted the University financially, and has personally endowed a number of scholarships for students, including two

restricted for candidates from developing countries. The attendance at the event, given its cost and scope, was disappointing, and it is hoped the Faculty Senate members will promote the free event and hopefully increase participation next year.

Washington University ended the last fiscal year extraordinarily. All Schools were in some measure in the black; our endowment was up 13 percent, and philanthropy was up, setting a record for cash gifts.

Noting his own cold and weakening voice, as well as another talk to give later in the evening, the chancellor concluded his remarks and invited questions:

Question: What is the cost to the University for underwriting Metrolink passes? Response: The cost is approximately some few millions of dollars, but it is a valuable investment.

Question: Is that why you removed some of the parking? (editor's note: Brauer-Green Hall construction on old parking lot cited as example) Response: Our parking needs have gone down slightly due to the "we" car and the Metrolink service. The City of Clayton actually governs how much parking we must provide, so we have worked hard to reduce our capital needs, allowing us to expand as our parking needs decline. On the medical school campus, more than 600 employees have turned in their parking passes; another example of the success of the plan.

4. Faculty Senate Council Chair's Report

Heather Corcoran, *Chair, Faculty Senate*

The Faculty Senate Council has met twice so far this semester, first on September 7, and then again on October 21. Our third and final meeting of the semester will occur on December 21.

Several topics were covered, and four are summarized here:

- Diana Gray, Associate Dean of Faculty Affairs at the School of Medicine presented a summary of the School's Gender Pay Equity study that has been included in today's agenda. The Faculty Senate Council will consider the report further during its next meetings.
- Evan Kharash, Vice-Chancellor for Research, reviewed revisions to the university's Research Integrity Policy. The policy is designed to meet NIH requirements and to resolve allegations of research misconduct as rapidly and fairly as possible and to protect the rights and integrity of both the respondent and the complainant. The policy, last revised in 2008, was previously articulated in two documents: one covering the policy, and another covering the procedures. Last summer the Office of Research Integrity reviewed WU's policies and found them to be compliant but suggested WU integrate the two documents into a single policy document that includes the regulatory and procedure elements. ORI felt this would improve the clarity, consistency, and integrity of WU's documentation of its policies. Dr. Kharasch reviewed the sections of the current policy that were expanded or added in response to requests from ORI.
- Provost Ed Macias reported on the procedures surrounding review of the deans. After his

appointment as Provost, Ed Macias worked with the deans to develop a general review approach that can differ slightly from school to school. The general approach includes:

- Completing review in the 4th year of a 5-year term if the Dean wishes to continue
- Review questions suggested by the Dean
- Provost selects a small committee (about 3) of senior faculty who solicit input from appropriate stakeholders including faculty and staff
- Provost prepares summary document then meets with the chancellor and the dean.
- Process requires about 2 months to complete with a goal of furthering the mission of the School
- Process differs among Schools, but the goals and structure are the same for the overall review.

The first review in this format occurred in the Law School last year. This was followed by the School of Design & Visual Arts this year, and the School of Business.

- An ad hoc committee chaired by Shirley Baker from Olin Library and Andy Sobel from Political Science (and former chair of FSC) was organized to create a university-wide policy on Open Access. The overall goal of Open Access is to make scholarly work available as widely as possible with minimal impediment to the authors and their institutions. Although there was general agreement that Washington University should create a comprehensive policy, the committee and the FSC identified several challenges that need to be resolved prior to its implementation. Among them are challenges for junior faculty seeking tenure who choose an open access route to publish their work rather than the more prestigious scholarly journals, and the need to create resources within the university to support the development of a digital repository.

The committee decided to create a resolution instead of a policy. The resolution will state our faculty's commitment to open access for journal articles (not books or other forms of scholarship or creative activity) and will call for an investment in the university's digital repository. The FSC has reviewed a draft of this resolution, and will see a revision shortly. We anticipate that it will come before the full Faculty Senate in May 2011.

As we look ahead to next semester, some of the topics we will be working on include a return to the topic of gender pay equity, international research, the diversity initiative coming from the Provost's office, safety and security on campus, and a redesign of the FSC's web presence so that our role is better understood.

5. Gender Pay Equity Report- School of Medicine

Diana Gray, Associate Dean of Faculty Affairs

Diana Gray presented a detailed summary of the 2008-2009 WUSM Faculty Pay Equity Study Report. The report was published after the Faculty Senate Meeting in May of 2010, and has been approved by the Executive Faculty. This is the fifth study completed by the School of Medicine (1990, 1995, 2002, and 2004 were predecessors). The 2002 study did result in changes in pay. In 2004 outside counsel was used to address complaints about “insider” control. For the 2008 study Malcolm Dowell, a consultant from Northwestern University, directed the design and conduct of the study.

A summary of the report is now posted on the Office of Faculty Affairs website at medofa.wustl.edu. Therefore, the details of Dr. Gray’s presentation are not summarized in the minutes; they are all included in the report. These are the key findings/issues/recommendations Dr. Gray presented in her summary:

- The study included peer groups from 78 medical specialty of scientific field sets- a lot of work;
- In addition to position and rank, several additional experience and productivity measures were included (e.g., leadership appointment, grant awards, collections, RVU’s);
- The study included statistical analysis of the results;
- Female faculty are paid 4% less than male faculty on average;
- Bonus compensation is a major contributor to the difference;
- No statistically significant differences by race or ethnicity were found;
- The Dean’s office has been charged with reviewing the results and data and individual departmental compensation plans;
- A Central Administration Pay Equity Salary Review Workgroup will review all data and meet with department/program heads as needed.

Following the presentation, the following questions were raised from the floor:

Question: What is a departmental compensation plan? Response: In the 1990’s it was decided every department needed a written compensation plan that includes definitions of base and bonus salaries and the procedures by which they are established and paid. Some of them are carefully controlled, and others include leeway.

Question: Do you keep copies? Response: No.

Question: Why do you ignore publications in the productivity index? Response: going forward, there seems to be no good reason why we can’t do that. It was not included in the current study.

Comment (Jody O’Sullivan, who chaired the Danforth Campus Gender Equity Pay Committee): We tried to code this in previous studies, and found it difficult to assess. There are so many issues, such as the journal reputation, number of authors, citations, etc., that make a single descriptor difficult to create.

Question: In your 2004 study you concluded there was no statistically significant difference in pay between men and women. Now there is. What changed? Response: That’s a good question. The most recent study added peer groups and utilized a more finely-tuned assessment. The differences we found most likely were there in 2004 but not detected by the less-refined statistical approach.

Question: Why are bonuses awarded?

Chancellor Wrighton addressed this question. The purposes of the bonus system in the medical school were reviewed, and he pointed out that even the larger bonuses seldom exceeded 20 percent of salary. The uncomfortable part was the role of bonus compensation on the overall differences in pay between men and women faculty. Chancellor Wrighton thanked Diana Gray and Jody O’Sullivan for their work on the two gender pay studies and stated he will monitor the issue and work to address its challenges.

6. Other Business

Chancellor Wrighton appended his report with two additional comments:

- He is very proud of Washington University’s commitment to the United Way. He thanked Ann Prenatt for leading the effort. We already have received commitments of \$680,000, exceeding our goal of \$615,000. We’re by far the largest supporter among educational institutions, and we enjoy a good relation with United Way. A strength of their effort is reflected by their ability to return 92 cents of every dollar raised to the institutions they support.
- Our recent fundraising successes include the “Opening Doors for the Future” Scholarship campaign, which the Board of Trustees has just approved to move to its “public” phase. To date we have raised \$70 million toward the \$150 million goal. But this will remain a challenge for us. We need scholarships to support our objectives of building quality and strengthening diversity among our students. So far the campaign is successful; \$70 million sounds like a lot of money and it is, but to gain a degree of parity among our competing institutions, like Amherst, Yale, Williams, we’ll need to raise nearly a billion dollars.

7. Adjournment

Chancellor Wrighton thanked Heather Corcoran for outlining aggressive plans for next semester, wished everyone a happy holiday season, and adjourned the meeting at 5:07 p.m.

Respectfully submitted,

William W. Clark, Ph.D.
Secretary, Faculty Senate and Senate Council