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**End of Year Report  
Washington University in St. Louis  
Faculty Senate Council AY 2019-2020**

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**April 27, 2020**

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**I. Introduction**

It has been an honor to serve as Chair of the Washington University Faculty Senate Council (FSC) during AY 2019–2020. I served previously from 2006-2009 and was appointed as the Law School Divisional Representative in 2017. I am currently finishing the final year of my three-year tenure, as well as my tenure as Chair.

Over the years that I have served on the FSC, its work has changed, although its composition has remained constant. However, the issues it has sought to grapple with, and provide faculty input on, have expanded and become more pressing. This year was no exception.

Chancellor Martin has described the effect of the coronavirus crisis on our University as “a tale of two campuses.” The Faculty Senate Council, has, likewise, experienced the year in a bifurcated manner—before and after the coronavirus crisis. I have thus divided this Report into the following two sections: Part II addresses our work from August through the present, including some discussion of the work planned in May and June; and Part III sets out the FSC’s continuing engagement on the University’s response to the pandemic. Included are eight recommendations that next year’s Faculty Senate Council may wish to act upon, as appropriate. Part IV concludes with a few thoughts about what follows next as the University reopens and returns to what will undoubtedly be a different “new normal” in the months and even the years to come.

**II. The Ongoing Work of the FSC**

The year began with an agenda setting meeting in August. Excitement was high with the appointment of Washington University’s 15<sup>th</sup> Chancellor, Andrew Martin, and the successful completion of a major capital campaign and building program. Over the course of the year, the FSC focused its attention upon items of ongoing concern, as well as issues, such as safety on campus, that arose as the year unfolded. I have divided these into nine categories, each of which is discussed below, in alphabetical order, as follows:

**1. Accountability, Transparency, and Good Governance:** The Faculty Senate Council has in recent years become more deeply involved in University governance under the leadership of my

predecessors. FSC members have served on University leadership search committees, undertaken an August planning session to set the agenda for the year, and this year we took the step of making our minutes available to all divisions by posting them on the FSC website along with the reports received by the Council. Previously, although Faculty Senate meeting minutes were available, the minutes of Faculty Senate Council meetings were not. Beginning September 12, 2019, all minutes are now publicly available at <https://facultysenate.wustl.edu/minutes-presentations-reports/>.

The FSC Chair attends University Council and University Management Team meetings. The FSC Secretary and the Chair are also invited to Board of Trustees meetings. These meetings provide important opportunities for faculty to have a voice, as well as an opportunity for the Chair and Secretary to communicate to the Council some of the issues raised by University leadership. Currently the Board of Trustees has faculty on four committees: Undergraduate Experience, Educational Policy, Honorary Degree, and Research–Graduate Affairs. The Chair of the Faculty Senate Council is ordinarily invited to address the Board at its May meeting, although this year only a written report was requested, meaning that no verbal report from the FSC was received by the Board during AY 2019-2020.

The FSC also received a confidential report from the Ombudsperson for the Danforth Campus (Professor Peggie Smith), and will hear a confidential report from the Ombudsperson for the Medical School (Professor Karen O’Malley) in May.

This year the Advisory Committee of the Academic Freedom and Tenure Committee (ACTAF), which is composed of the At-Large Members on the Senate Council, heard one case. It will report to the FSC in May.

***Recommendations:***

***(1) It would be useful to explore whether more than one individual from the FSC could attend University Council and University Management Team meetings. This second individual could be the FSC Secretary or some other designee of the FSC. This would permit greater input from the FSC as well as account for times when the Chair cannot attend due to teaching or other academic responsibilities.***

***(2) It is important for more faculty to be represented at Board of Trustee meetings, including committees of the Board. This should remain a priority as the operations and structure of the Board continue to evolve. It is also important for the Board to hear brief presentations from the FSC at each of its meetings during the year, in addition to receiving a written report at the May meeting.***

**2. The Bi-Campus Experience Committee:** In January 2019, the Chair of the Faculty Senate Council, Professor Douglas Dowd of the Sam Fox School, convened a special Faculty Senate Council Subcommittee on the Bi-Campus Experience to address concerns raised by members of the Faculty Senate Council regarding potential roadblocks to synergy as well as potential disparities between the two separate geographical academic campuses of Washington University—the Danforth campus and the Medical Campus.

The relevant portion of the charge reads as follows:

*Washington University occupies two primary sites, bound together in mission and physically divided by St. Louis’s historic Forest Park. The Danforth and Medical Campuses share a common culture of teaching and research; the delivery of patient care is a distinct feature of the School of Medicine, both financially and*

*professionally. Recent discussions on the Faculty Senate Council have raised questions about the role of our academic geography. The well-noted contrasts between the Danforth and Medical campuses and cultures may sometimes be invoked to mark useful distinctions. At the same time, we sometimes rely on campus difference as a way to mask misalignments or outdated practices which do not always serve the institution or the people in it. In other respects, we may have developed habits of mind or patterns of behavior which block collaboration and exchange in both directions, from parking policy to library access. The Faculty Senate Council Subcommittee on Bi-Campus Experience is charged to conduct a fact-finding effort regarding divergences between faculty experience on the two campuses as a matter of policy and practice; to identify barriers to increased engagement between the two campuses and faculty groups; and, where appropriate, to offer recommendations for improvement.*

The Subcommittee's members were: Rebecca Hollander-Blumoff, chair (Law School); Kim Carmichael (Medical School); Debra Haire-Joshu (Brown School); Hedwig Lee (Arts and Sciences); Bess Marshall (Medical School); Vijay Ramani (Engineering); Douglas Schuerer (Medical School); Philip Skemer (Arts and Sciences); and Linda Tsai (Medical School).

The Subcommittee submitted its Report to the FSC at its February 20, 2020 meeting. A copy can be found here: <https://cpb-us-w2.wpmucdn.com/sites.wustl.edu/dist/1/131/files/2020/02/Report-of-the-FSC-Subcommittee-on-Bi-Campus-Experience-Feb-2020-updated-2.25.20.pdf>. The Report contains four broad and ten specific recommendations, ranging from developing opportunities and events to foster relationships between faculty on both campuses, to creating unified library access and cross-campus parking passes.

The Subcommittee's report was discussed extensively by the FSC. It was decided that the Chair would work with the Provost and Professor Hollander-Blumoff and discuss how to operationalize the Report's recommendations. Those discussions are ongoing, although implementation has been delayed due to the urgent demands of addressing the coronavirus crisis.

***Recommendation:***

***(3) The important work of the Bi-Campus Experience Committee should not be forgotten as a result of the coronavirus crisis. The FSC should continue to discuss implementation of the Report, particularly some of its specific and detailed recommendations. A timeline should be established for the recommendations in the Report's consideration and implementation.***

**3. Diversity, Equity and Inclusion & Faculty Pay Equity Studies:** The FSC's preoccupation with diversity and inclusion is integral to all of its work, whether discussing faculty pay equity, student Pell Grant numbers, poverty and crime in the St. Louis region and the potential role of our University, or the need to make all members of our community feel welcome. Vice Provost Adrienne D. Davis has spearheaded a number of important initiatives through the Office of Faculty Advancement and Institutional Diversity and will share her work and vision with the FSC in May. We will hear a follow up from Dean David Perlmutter and Professor Diana Gray regarding the Medical School's gender pay equity study that was presented to the FSC last spring. In 2020, the Provost's office is scheduled to conduct and present a new study of faculty gender pay equity on the Danforth Campus (the last study was in 2016 and they are scheduled at four-year intervals).

In addition, the FSC has been delighted by the progress made in diversifying the undergraduate class as well as the Chancellor's commitment to one day making Washington University a truly need-blind institution. The University's commitment to creating a welcoming environment for students from all over the world, of different ethnic, religious, and racial backgrounds, and who are socioeconomically

diverse makes Washington University a special community. During the coronavirus crisis we have become acutely aware of how race, gender, immigrant, and socioeconomic status affect the members of our community differently, and it will be important moving forward to make sure those among us who are already vulnerable do not become even more so as a result of the pandemic.

***Recommendation:***

***(4) The Faculty Senate Council and the Provost's office should continue to monitor faculty pay equity across the campus on the basis of gender and other factors. It is possible that the effect of the pandemic will exacerbate already existing discrepancies between faculty members, and amongst our students and staff, that should be monitored on an ongoing basis.***

**4. The Faculty Achievement Awards:** The Faculty Senate Council and the Chancellor established the Arthur Holly Compton Faculty Achievement Award and the Carl and Gerty Cori Faculty Achievement Award in 1999. These awards recognize faculty for their outstanding contributions to research, scholarship, and teaching, as well as their service to the University and national and international prominence. For AY 2019-2020, Professor Fiona Marshall was selected as the Arthur Holly Compton Awardee and Professor Gary Stormo was selected as the Carl and Gerty Cori awardee. A committee is currently working on selecting next year's awardees, and a subcommittee of the FSC is working on plans for making the award even more impactful in AY 2020–2021.

**5. Global Priorities:** At our November meeting, the FSC considered the report of Professor Kurt Dirks, Vice Chancellor of International Affairs, entitled *Strategic Directions for Washington University's Global Engagement*. A copy can be found at <https://cpb-us-w2.wpmucdn.com/sites.wustl.edu/dist/1/131/files/2020/04/Global-Engagement-Strategic-Directions-11-12-19.pdf>.

The *Strategic Directions Report* observes that global engagement is integral to advancing Washington University's research, teaching, and reputation. The goal of Professor Dirks' office is to create a lens to help focus and transform the University's many international and global activities to create a more unified and coherent strategic approach. The report notes the importance of creating synergies by focusing energy and resources on advancing areas of current and emerging strengths; creating mechanisms that facilitate collaboration across campus to recruit students, building unique educational opportunities and assisting faculty research; and identifying resources to achieve these goals, particularly in terms of leveraging Washington University's growing international alumni base and relationships with local and foreign corporations and partner institutions. The plan identified three strategic goals: (1) giving every student an international perspective through their educational experience; (2) advancing research that has impacted recognition internationally; and (3) enriching the talent and diversity of WashU by recruiting premier students from across the globe.

***Recommendation:***

***(5) Although the coronavirus crisis has strained many of our relationships, the world will not be able to exit the pandemic and successfully combat it without significant international cooperation and leadership. The University should continue to implement its Strategic Plan on Global Engagement in so far as possible to remain well situated to thrive once the pandemic has ended.***

**6. Gun Violence:** As Chancellor Martin noted in his October 24, 2019 blog post, addressing the scourge of gun violence has become critically important. With nearly 40,000 deaths a year, America leads the world in peace-time deaths from guns. Addressing the problem requires public health, legal, economic and political skills that Washington University faculty are uniquely well-positioned to provide. In early meetings of the FSC this year, it was noted that addressing gun violence also enjoys wide bipartisan support from a majority of Americans. On June 5, 2020 (which is Gun Violence Prevention Awareness Day) the Gun Violence Initiative within the Institute for Public Health, and the Harris World Law Institute will release reports relating to their work.

**7. The St. Louis Experience & Pledge:** In his Inaugural Speech, Chancellor Martin articulated that one of his key priorities is be not only Washington University “*in St. Louis*,” but Washington University “*for St. Louis*.” He pledged to “continue to provide educational access for students regardless of their background or previous opportunities.” As a first step, he made a pledge that “beginning Fall 2020, any admitted undergraduate student from Missouri or the southern portion of Illinois who is Pell-eligible or with a family income of less than \$75,000 will be able to attend Washington University free of charge.” He also extended the pledge to undergraduate students already enrolled at WashU who would qualify. The Faculty Senate Council was thrilled by and supportive of these commitments, which were well received in the St. Louis region.

***Recommendation:***

***(6) Notwithstanding the current financial crisis, keeping the Pledge in place will do much to enhance Washington University’s diversity, its future, and build goodwill in the St. Louis region.***

**8. Strategic Planning:** Prior to arriving on campus, Chancellor Martin engaged a consulting firm, Collaborative Strategies, Inc., (CSI) to conduct interviews and produce a report that was a snapshot of those interviews. The FSC provided feedback on the report including some concerns it had about the methodological approach of the CSI report and its content. It also suggested ways in which the FSC, and the faculty more broadly, might be involved as University strategic planning moves forward. Subsequently, Chancellor Martin chose *Momentum* as the theme of his inauguration speech and set forth three foundational pillars he hoped to focus on: Academic Distinction, Educational Access, and St. Louis Impact.

At our February 20, 2020 meeting, Chancellor Martin presented a more detailed roadmap for the strategic planning process. He identified three sets of planning areas, some inside and others external to academic units, and three core values and activities that would be integral throughout the process. The “commission model” chosen to provide input would include “meaningful and efficient involvement of faculty, students, staff, alumni, trustees, and community.” Of course, the timeline set out in the presentation, which is available on the FSC website, is no longer operative given the coronavirus crisis. However, extending the timeline slightly makes sense, as the University is poised to welcome important new members of its leadership team, including a new Provost and new Dean of Arts and Sciences.

The FSC has communicated its wish to be a full partner representing faculty views in the strategic planning process. The members of the FSC represent all seven schools of the University, and Faculty Senate Council and Faculty Senate meetings provide an opportunity for feedback from all University divisions. In addition, many FSC members (and the divisions they represent) have substantive expertise in the areas of growth and change contemplated by the nascent strategic plan: undergraduate

education, the Danforth campus research enterprise, the St. Louis community, commercialization of research and tech transfer, public health and community impact, student wellness, career services, and sustainability and climate change. Although the coronavirus crisis has interrupted the University's forward momentum, the Faculty Senate Council looks forward to continuing the work of planning, alongside Chancellor Martin and the University Leadership Team, for Washington University's future.

***Recommendation:***

***(7) The Faculty Senate Council should be viewed as an integral partner in strategic planning. The inclusion of the FSC will provide faculty an opportunity to contribute their substantive expertise and educational perspective to University administrators and enhance both the quality and the outcome of the final strategic plan. This will also generate enthusiasm from faculty and provide buy-in for the plan adopted.***

**9. University Operations:** Much of the FSC's time and agenda is taken up with briefings from key administrators on various operational initiatives at the University. These briefings allow the FSC to remain current and facilitate a dialogue between the members of the FSC and the University Leadership Team. This year, in addition to the presentations referenced above, the FSC received briefings on the MyDay project, Crime & Public Safety, and Challenges to the St. Louis Region from Executive Vice Chancellor & Chief Administrative Officer Henry S. Webber, a briefing on international travel oversight from Assistant Vice Chancellor for International Affairs Benjamin Akande, a briefing on the University Library Strategic Plan from Vice Provost and University Librarian Denise Stephens, and a very important briefing on mental health resources on campus from Vice Chancellor for Student Affairs Lori White. The FSC was particularly interested in following up on the question of mental health resources on campus which were overtaxed even before they were strained by the coronavirus crisis.

### **III. The Faculty Senate Council and the Coronavirus Crisis**

The threat posed by the coronavirus to the health and well-being of our University community did not become apparent until the end of February. Students (and faculty) left for Spring Break, and although they were encouraged to consider staying on campus, neither they, nor their professors, nor their families, realized that on March 11, undergraduates would be told not to return to campus and that their belongings would be packed and shipped home to them at the University's expense. Spring Break was extended by a week, and when classes resumed, they were transitioned to remote instruction using Zoom. Faculty had a week to work out how to do this as the campus closed down. Students, meanwhile, were bereft by the fact that they were unable to say goodbye to each other and to their Washington University home. The disruption wrought by the coronavirus and the move to alternate operations cannot be overstated. This is true for our entire St. Louis community, which experienced its first coronavirus death on March 18, and has had stay-at-home orders in place for six weeks as of this writing, with the likelihood of at least another two and half weeks for the St. Louis region.

On March 14, 2020, Interim Provost and Executive Vice Chancellor for Academic Affairs Marion Crain, FSC Secretary Timothy McBride and I communicated and determined to stand up a Rapid Reaction Subcommittee of the FSC to respond to issues that could arise as a result of the University's response to the coronavirus. On March 19, 2020, the FSC convened an emergency session via Zoom to hear updates relating to the University's response to the coronavirus crisis. The FSC was briefed by Chancellor Martin at that meeting regarding the plan to transition the campus to alternate operations, the decision to ask undergraduate students not to return to campus, and some of the public health

issues containing the coronavirus entailed. Interim Provost Marion Crain directed the FSC's attention to some critical issues facing faculty and students as a result of the transition to remote instruction, namely, the impact on tenure, promotion and renewal of faculty contracts, course evaluations, and grading policies.

The members of the FSC's Rapid Reaction Subcommittee are Leila Sadat (Law), chair; Timothy McBride (Brown School); Vijay Ramani (Engineering); Douglas Schuerer (Medical School); Victoria Thomas (Arts and Sciences); Derek Hoeflerlin (Sam Fox); and Linda Tsai (Medical School). The Subcommittee met and drafted a proposal for the FSCs consideration at its regular meeting of March 26, 2020. On March 27, 2020, three recommendations were adopted by the Faculty Senate Council relating to: (1) tenure clock, promotion and renewal decisions; (2) course evaluations; and (3) grading and assessment for students. The FSC focused on the unprecedented circumstances faced by faculty as educators and scholars, as well as the physical and emotional shock and uncertainty that many students were experiencing as a result to the abrupt switch from in person to remote online instruction. The final recommendations of the Faculty Senate Council can be found at: <https://cpb-us-w2.wpmucdn.com/sites.wustl.edu/dist/1/131/files/2020/03/Faculty-Senate-CouncilPromotionCourseGrading2020March272020.pdf>.

On Monday, April 20, 2020, a letter was sent to all faculty and staff setting out the beginning of a plan to address the financial crisis precipitated by the coronavirus, to include, *inter alia*, at least 1300 furloughs, some layoffs, no merit salary increases for employees, and the possibility of voluntary pay reductions taken by leaders on the Danforth and Medical Campuses in addition to pay cuts pledged by Chancellor Martin, Executive Vice Chancellor Perlmutter, and Executive Vice Chancellor Webber. At the request of the FSC Chair, Chancellor Martin and Interim Provost Marion Crain met with the FSC Rapid Response Subcommittee on Wednesday, April 22, 2020 to discuss some of the financial implications of the coronavirus on University operations. Since that time, the FSC has learned of significant pay cuts for tenured faculty at the Law School, as well as significant pay cuts at the Medical School for faculty. As at this writing, faculty from other divisions have been reporting the possibility of other pay cuts and benefit reductions.

The FSC appreciates the willingness of Chancellor Martin and Provost Crain to meet with the Subcommittee for regular briefings on the University situation as it continues to unfold. Our hope is that these meetings will allow the University administration to hear the views of the faculty in crafting its responses to the financial, educational, and public health challenges posed by the virus. The pandemic poses an existential threat to the health and well-being of the University community, to its financial stability, and to its continued growth and prosperity. The personnel at our Medical School are being challenged to save lives and develop cures while at the same time withstanding organizational and financial upheaval. At the Danforth Campus, faculty, students, and staff have found their lives turned upside down. The fact that thousands of students were relatively successfully transitioned to remote instruction by faculty and staff working from their homes, suggests that "the University" consists of the people in it, not the physical plant. That is not to negate the importance of physical community and the beauty of our current spaces. It does suggest, however, that a focus on protecting the people that make up the University community should be paramount in planning the University's response. For this reason, it seems critically important to include faculty and staff voices in decision-making during a time of crisis that is impacting the community of which they are an integral part.

***Recommendation:***

***(8) It is critical that faculty be provided a voice and direct input into reactions and solutions adopted by the University in response to the coronavirus crisis. Moreover, whenever possible, faculty should be brought into the decision-making process as early as feasible and consulted prior to announcements of major decisions.***

**IV. Conclusion**

As this Report makes clear, the Faculty Senate Council has had a busy year. Building upon the superb leadership of my predecessors, Professors Douglas B. Dowd and Rebecca Hollander-Blumoff, we have been able to make progress on many agenda items of ongoing concern to the FSC. I am also deeply indebted to Professor Timothy McBride, FSC Secretary, for his extraordinary commitment and leadership, and to Jill Edwards who has so ably supported the FSC over the years. The fall term was characterized by the theme so aptly chosen by our new Chancellor: *Momentum*. It is my hope that when the University returns to some new version of normal, the important issues the FSC has been working on will be back on the agenda and our momentum will return.

Unfortunately, the spring term has brought our momentum to a screeching halt. Yet it has been characterized by a different and equally exceptional quality: *Resilience*.

As a faculty member who taught fifty students this spring in courses that were abruptly transitioned to remote instruction, I have been deeply moved by the resilience of our students. I have also been incredibly impressed by the staff of my division, who taught us how to use Zoom, transitioned the building to online and alternate operations, and did everything possible to keep Washington University running smoothly during a regional, national, and global crisis that has plunged the world into chaos. My Medical School colleagues have been Zooming into FSC meetings in scrubs, demonstrating their constant and selfless dedication to their patients and their profession. And our University administrators have been spending sleepless nights trying to figure out how to keep WashU strong during this extraordinary time. Tears have been shed. Frustration has been palpable. Our community has been challenged as never before, and yet has demonstrated its resilience day in and day out, as each of its members have faced the coronavirus and its impact.

Most members of our community have, fortunately, stayed healthy and infection free. But we are not yet out of the woods, even though some states and communities are gingerly reopening for business. The next year is likely to be bumpy, with our campus opening slowly in stages. It is expected that the virus will continue in circulation, albeit with reduced effects, and that the economic and political aftereffects will be with us for some time. I am confident that with collaborative and ongoing teamwork between the faculty, staff, students, and administration, Washington University can weather the storm. The Faculty Senate Council looks forward to working with the University Leadership Team and the Board of Trustees in helping to bring us all safely home. For, after all, #weareWashU!