Washington University in St. Louis
Faculty Senate Meeting Minutes
May 7, 2019

1. Call to Order – Mark S. Wrighton, Chancellor

Chancellor called the meeting to order at 4:04 pm

2. Approval of Minutes of Faculty Senate Meeting of November 18, 2018

The minutes were approved.

3. Chancellor’s Report, Mark S. Wrighton

The Chancellor reported that he is appreciative of all the comments on his service, and noted that for nearly six months he has been working with Andrew Martin and the leadership team, on the transition. He looked forward to continuing in a leadership role.

After yesterday’s announcement, challenges persist. The tailwinds facing St. Louis persist, and the Chancellor reminded the faculty that Vanderbilt is in a city like this growing at 91 per day, while St. Louis population is declining. Nashville is growing and there is a sense of vibrancy; we are not skyrocketing. Trends are much more positive in other regions.

The Provost reports that we have had a blockbuster year in terms of recruitment, competitive. Provost Thorp added that we instituted a number of changes, such as adding an essay – we were one of our only peers without essay. We lost 5,000 applicants, but yet the average application score went up; even so we expected it would increase yield. We also added another round of early decision, and lots took advantage. So far the yield had been 33% ... up to 39% ... up to 51%. We also admitted 15% Pell Grant students, 23% URM, and our SAT score is up 6 points. We had an applicant pool of 25,000; we made 1,800 offers to get about 1,725.

On Commencement, the Chancellor reported that Mayor Bloomberg will speak. We will award 3,400 degrees.

On our physical environment, some things won’t be done by commencement, because of heavy rain. But the garage will be available for commencement. After that there will be some additional work that needs to be done. We have scheduled October 2nd for the dedication of facilities. McKelvey Hall will be finished fall of 2020. And a final reminder is that the inauguration of Andrew Martin will occur on October 3rd.

4. Faculty Senate Council Chair’s report, Douglas Dowd, Chair of the Faculty Senate Council

Chair Dowd read from his remarks given to the Board of Trustees on. Here are those remarks:

Report to the Faculty Senate
Douglas B. Dowd
Chair, Faculty Senate Council
May 7, 2019

I entreat your patience as I begin. There are several topics to work our way through. These include
Gender Pay Equity, an update on faculty governance and HR, ongoing work on the relationship between the medical and Danforth campuses, a few thoughts on governance, and the noting of an epochal transition.

Gender pay equity at WUSM. In 2016-2017, the FSC oversaw the Gender Pay Equity Study on the Danforth campus, which occurs once every three years. The Washington University School of Medicine pay equity study was delayed. Following an interim report issued in early 2018, the results of the completed study were presented to the Faculty Senate Council on March 26, 2019. Dean David Perlmutter and Associate Dean Diana Gray presented the findings of the report.

The study considered Base Pay and Performance Pay and found an unexplained difference of 2.87 percent between the total compensation of women and men. Dialogue on the subject covered a great deal of ground, including some debate as to whether certain variables used to explain pay differentials were themselves gendered. The FSC remains in dialogue with WUSM on these questions. But Dean Perlmutter was candid in acknowledging that time at rank and criteria for promotion provided an opportunity to make improvements, by identifying, recognizing, and rewarding different kinds of institutional contributions. The Dean also committed to continuing to work with Department Chairs to make up ground on annual pay increases at ratio of 2 to 1, women to men.

Advisory committee on human relations. The 2017-2018 FSC worked in dialogue with Executive Vice Chancellor Hank Weber to improve the spirit and the mechanics of faculty interaction with the Human Relations department, particularly in the context of hiring and compensation practices for staff roles. As was reported last fall, the Faculty Senate Council HR Subcommittee conducted its work in the first half of 2018. In alignment with the work of that group, chaired by Professor Dave Balota, a new advisory group was formed in January 2019.

The Faculty Advisory Committee on Human Relations provides a consultative format for faculty and the Executive Vice Chancellor / Chief Administrative Officer to monitor issues of joint interest to faculty and HR managers. Building on the work of the Faculty Senate Council Subcommittee on HR (2018), the FACHR consults on matters of concern reflected in that group’s final report: transparency, cooperation, tracking, training, and compensation (especially for high-performing long-term staff). The group meets quarterly.

Members:
- Michael Brent, Department of Computer Science
- Virginia Buckles, Department of Neurology
- Marion Crain, School of Law
- T.R. Kidder, Department of Anthropology

Subcommittee on bi-campus experience. Last spring, University leadership enacted a revised Danforth campus parental leave policy. The new policy, effective March 2018, extends benefits to 15 weeks, and can be used by both members of a faculty couple. This change exacerbated an asymmetry to the parental leave policy on the medical campus, which may not be jointly taken by two parents, and is variable in practice among departments. Perhaps partly as a result, the relationship between the Danforth campus and the Medical campus emerged as a significant theme during this academic year, from policy differences to ease of collaboration, and reflexive library privileges to parking. The Faculty Senate Council took the step of forming a subcommittee to explore the subject.

Formed in January 2019, the Faculty Senate Council Subcommittee on Bi-Campus Experience is now engaged in that work. Here is its charge:
Washington University occupies two primary sites, bound together in mission and physically divided by St. Louis’ 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.

Members:
Rebecca Hollander-Blumoff, Chair
Vice Dean for Faculty Development and Professor of Law
Kim Carmichael, Professor of Medicine
Debra Haire-Joshu, Professor of Public Health
Hedwig Lee, Professor of Sociology
Bess Marshall, Professor of Pediatrics
Vijay Ramani, Professor of Chemical Engineering
Douglas Schuerer, Professor of Surgery
Linda Tsai, Professor of Ophthalmology and Visual Science

Transitions. Since January, when Andrew Martin began his new role as Chancellor-elect, he has joined Faculty Senate Council meetings. He has added fresh perspective and demonstrated the proper blend of respectful listening and emergent impatience one would expect from a new leader. As my term as Faculty Senate Chair comes to a close, I am grateful for the opportunity to work with both Mark and Andrew, as one distinguished term ends and another begins.

During my term we have worked to extend and enliven faculty governance. Last week I made my statutory report to the Board of Trustees. I used that opportunity differently than I did last year. At the risk of testing your patience, I would like to read those remarks into the record of this meeting:

Faculty Senate Council Chair
Report to the WU Board of Trustees
May 3, 2019

Good morning. I am pleased to be making my second of two annual Board presentations as Faculty Senate Chair. By custom, these remarks are devoted to a summary of our work for the year. Next week I will present exactly such a report at the Faculty Senate meeting on May 7. At that time the faculty will celebrate the accomplishments of Mark Wrighton and express our thanks to him personally. Following that meeting we will make my report available to you in writing through the office of Ida Early.

I would like to use my time today to speak with you about something more topical. Last year, I noted that faculty secretary Tim McBride and I were privileged to serve on the search committee that helped select Andrew Martin to be our next chancellor. Through that experience we were able to get to know some of you quite well, which was truly a pleasure.
During the search, these interactions contributed to a fuller picture of institutional life running in both directions. As a general matter, we believe that more contact between faculty representatives and trustees on the committee level will pay dividends.

During this transitional moment in the life of the university, on behalf of my faculty colleagues, Tim and I would like to offer our thanks for your stewardship of Washington University. We are thankful for the many forms your gifts take, including both time and treasure. As I turn to the matter at hand, I call on another of your gifts, that of your discernment.

American higher education has largely been spared the wrenching change which has been visited on other industries, at least among private schools. But the signs are everywhere: The world is changing rapidly, and universities must change, too, even as we defend and preserve our core values.

I invite you to consider an important change in the way you evaluate qualifications for board membership. At many universities it is customary to appoint academic leaders from other institutions to serve on governance boards. Such folks’ experience and accomplishments in higher ed make them desirable for such roles.

The governing boards of Yale, Harvard, and Princeton are all served by distinguished professors and university leaders from other schools. Paul Joskow, an endowed chair in economics at MIT, now emeritus, sits on the board at Yale. P. Lindsay Chase-Lansdale, Associate Provost for faculty at Northwestern, sits on the Harvard Board of Overseers; Shirley Tilghman, former president of Princeton, is a member of the Harvard Corporation. Ann Kirschner, a University Professor and Dean at the City University of New York, sits on the Princeton board.

It might be observed that such institutions are wealthier than we are. But some of our ascendant peers have benefited from similar practice. Shirley Collado, President of Ithaca College, sits on the Vanderbilt board; Katherine Rohrer, Vice Provost at Princeton, is on the board at Emory. These are not token appointments; these same boards boast significant professional range, including policy experts, journalists, and members of state and federal judiciaries.

Such appointments are grounded in a basic institutional insight: all organizations are vulnerable to insularity, and external points of view bring needed perspective. We hire faculty from diverse academic backgrounds as well as demographic ones, because departmental inbreeding is a significant risk to innovation. The same phenomenon can play out at larger scales.

Over the past several years, organizations of all types have been learning—some quite painfully—that when judgments are made it matters who is in the room. The more diverse a group is, the less likely it is to suffer from cultural or logical blind spots. I will soon rotate out of this role. I am hopeful you will entertain our modest proposal. To provide you with critical perspective in contemporary higher ed, and to support our new chancellor, I urge you to diversify the board to include professional academics from other institutions, from both faculty and administrative ranks.

Thank you.
Finally, as I wrap up my report, on behalf of the Faculty Senate Council, I want to thank and celebrate our Chancellor of the past 24 years, Mark Wrighton. On a parochial level, I would observe that when Mark arrived on campus, what was then called the School of Fine Arts, where I worked, was politely speaking, a dump. In a first faculty meeting, Mark as much as said so. (Parenthetically I note that my colleague Jeff Pike recalls the moment when Chancellor Wrighton first entered Bixby Hall and asked for the location of a restroom. Jeff directed him to same. Upon emerging the Mark observed, “You don’t even have a decent bathroom!”)

To understate matters, that is no longer the case.

One of the hallmarks of Mark’s leadership of the university has been to insist on quality across the units, and he invested substantial capital, both financial and political, in delivering on that promise. The miracle of the East End project is evidence of that commitment. More broadly, we recognize Mark’s passion for excellence, devotion to the university, and bold vision for his extraordinary run as the leader of Washington University. His legacy will be with us for a long time to come. On behalf of the Faculty Senate Council, and the Faculty Senate, thank you, Chancellor Wrighton.

*I hasten to add that there will be a bit more on this topic before we are done this afternoon.*

That concludes my report.

5. Necrology Report, Timothy McBride, Secretary, Faculty Senate and Faculty Senate Council

Secretary McBride read the names from the Necrology Report and a moment of silence was held.

6. Other Business

The following resolution was introduced. The resolution passed by a voice vote and was followed by a champagne toast in honor of Chancellor Wrighton.

A resolution of the faculty senate of Washington University:

Whereas Mark S. Wrighton has served Washington University as Chancellor with great distinction for 24 years; whereas under his leadership the renown of the University has grown to a striking degree, both here and abroad, and especially in Asia;

Whereas through his efforts the physical plant of the university has been dramatically reshaped, expanded, and improved;

Whereas the faculty have been well-served by his vision, insight, diligence, and industry, and strengthened by the creation of 300 named professorships; and finally

Whereas the man has been feted within an inch of his life through a barrage of celebrations these last several months, let our modest but heartfelt champagne toast in honor of Mark S. Wrighton be sufficient to convey our admiration, appreciation and affection on this day May 7, 2019.

7. Adjournment

The meeting was adjourned at 4:38 p.m.
Respectfully submitted,
Timothy McBride, Secretary